



โรงพยาบาลเอกชัย  
EKACHAI HOSPITAL



# แบบ 56-1 One Report 2567

Form 56-1 One Report 2024

บริษัท เอกชัยการแพทย์ จำกัด (มหาชน)

EKACHAI MEDICAL CARE PUBLIC COMPANY LIMITED



## Contents

|  | Page       |
|--|------------|
| Message from the Chairman  | 1          |
| The Board of Director  | 2          |
| The Audit Committee  | 3          |
| The Nomination and Remuneration Committee  | 4          |
| The Risk Management and Sustainable Committee  | 5          |
| The Executive Committee  | 6          |
| <b>Section 1 Business Operation and Performance Results</b>  | <b>7</b>   |
| 1. Structure and operation of the Group Company  | 8          |
| 2. Risk Management   | 43         |
| 3. Driving business for sustainability   | 49         |
| 4. Management Discussion and Analysis  | 60         |
| 5. General Information   | 68         |
| <b>Section 2 Corporate Governance</b>  | <b>70</b>  |
| 6. Corporate Governance Policy   | 71         |
| 7. The Corporate Governance structure, Important Information regarding the Board of Directors, Sub-Committee, Executives, staff and Other  | 79         |
| 8. Corporate Governance Report   | 90         |
| 9. Internal Control and Inter-Transaction  | 102        |
| <b>Section 3 Report and Financial Statement</b>  | <b>110</b> |
| <b>Section 4 Data Authentication for the Submission of 56-1 One-Report</b>   |            |
| <b>Attachment</b>  |            |
| Attachment 1 Details of the Board of Directors, Executives, Regulators, Chief Financial officer, Company Secretary, Appointed Chief Accountant and Representative for Overseas Company |            |
| Attachment 2 Details of the Directors of the Subsidiary  |            |
| Attachment 3 Internal Audit Supervisor and Compliance Supervisor   |            |
| Attachment 4 Assets used in business operation   |            |
| Attachment 5 Policy Corporate Governance and Code of Conduct   |            |
| Attachment 6 Audit Committee Report  |            |

## Message from the Chairman of the Board

To: Shareholders of Ekachai Medical Care Public Company Limited

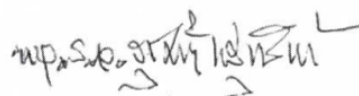
Ekachai Medical Care Public Company Limited has remained committed to delivering high-quality medical services with dedication and perseverance for the past 18 years. The company's ability to overcome various challenges is a testament to the collective efforts of our management team, physicians, nurses, and all personnel, who have worked together to drive the company towards its goal of becoming a hospital recognized at the international level, as reflected in our performance in 2024.

For 2025, the company remains focused on enhancing service quality to promote sustainable healthcare for our patients. Our accreditation from the Accreditation Commission for Care Integration (ACCI) in the United States underscores our commitment to elevating our standards to meet global recognition. Furthermore, we have plans to expand partnerships with business allies and integrate innovations and technology with medical expertise to improve our services, ensuring they effectively meet the needs of our patients.

In terms of sustainability, the company is dedicated to conducting business with a strong awareness of social and environmental impacts. We have incorporated Environmental, Social, and Governance (ESG) principles into our business operations, prioritizing the reduction of environmental impacts through energy efficiency, sustainable resource management, and lowering greenhouse gas emissions. Additionally, we continue to support community initiatives aimed at enhancing the quality of life for local residents while ensuring transparency and accountability to all stakeholders.

The company's success would not have been possible without the support of our shareholders, investors, business partners, and patients. On behalf of the Board of Directors of Ekachai Medical Care Public Company Limited, I would like to express my sincere gratitude to all shareholders and stakeholders for their trust and confidence in us. The company is committed to continuous development and sustainable growth, staying true to our mission:

Yours sincerely,



(Admiral Surasak Rounroengrom)

Chairman of the Board

27 February 2025

# Board of Directors

Chairman of the Board/ Independent Director



Admiral Surasak  
Rounroengrom

Independent Director



Dr. Surin  
Koocharoenprasit



Mr. Worapol  
Wiriakulapong



Mr. Vuthichai  
Tumasaroj

Director



Mr. Amnuay  
Oerareemitr



Mr. Suthipong  
Tangsajjapoj



Mrs. Orasa  
Tangsajjapoj



Mrs. Kanchana  
Oerareemitr

Director



Mr. Wanlop  
Popiantong



Dr. Amnaj  
Eur-Areemitr



Mr. Metha  
Wanadilok

Ms. Pattina Lertpurayaphol  
Secretary of the Board of Directors

# Audit Committee

Chairman of the Audit Committee/  
Independent Director



Dr. Surin  
Koocharoenprasit

Independent Director /  
Audit Committee



Mr. Worapol  
Wiriyakulapong



Mr. Vuthichai  
Tumasaroj

Ms. Pattra Lertpungyaphol  
Secretary of the Audit Committee

# The Nomination and Remuneration Committee

Chairman of the Nomination and  
Remuneration Committee



Dr. Surin  
Koocharoenprasit

Nomination and  
Remuneration Committee



Mr. Amnuay  
Oerareemit



Mrs. Pichamonch  
Patanapoonyapirom

Mrs. Pattra Lertpunyaphol  
Secretary of the Nomination and Remuneration Committee

# Risk Management and Sustainability Committee

Chairman of Risk Management and  
Sustainability Committee



Mr. Worapol  
Wiriakulapong

Risk Management and  
Sustainability Committee



Mr. Vuthichai  
Tumasaroj



Mr. Suthipong  
Tangsajapoj

Risk Management and  
Sustainability Committee



Dr. Kaweechai  
Lertassavarat



Mrs. Pichamonch  
Patanapoonyapirom

Ms. Pattra Lerbunysphol  
Secretary of the Risk Management and Sustainability Committee

# Executive Committee

## Chairman of the Executive Committee



Mr. Amnuay  
Oerareemitr

## Executive Vice President



Mr. Suthipong  
Tangsajjapoj

## Executive Director



Mrs. Orasa  
Tangsajjapoj



Mrs. Kanchana  
Oerareemitr



Mr. Wanlop  
Popiantong



Dr. Amnaj  
Eur-Areemitr

## Executive Director



Dr. Kaweechai  
Lertassavarat



Mr. Metha  
Wanadilok



Mrs. Pichamonch  
Patanapoonyapirom



Mr. Nudphompoj  
Jarungsuccess

Ms. Pattra Lertpunyaphol  
Secretary of the Executive Committee

## Section 1

### Business Operation and Performance Results

## 1. Structure and operation of the Group Company

Ekachai Medical Limited (the Company) (the "Company") was incorporated on October 22, 2003 with initial registered capital for 150.00 million baht by a group of physicians with expertise and experience who are trusted by the people in Samut Sakhon province and neighboring provinces and business owners with foundations in Samut Sakorn province; which foresees the expansion of both the economy and society of Samut Sakhon and the demand for nursing homes is increasing; especially on Ekachai Road which the industrial and housing are increased a lot. It is also the area that has the potential to grow much more. To operate a nursing home of patients overnight type, in the General Hospital (General Hospital) for 100-bed under the name of Ekachai Hospital. ("Hospital"), which is located on 12 rai 1 ngan 80 square wah along Ekachai Road and open on March 29, 2006.

During the first period, the hospital providing medical services to general clients, counterparty, include joining the social security and insurance scheme. To provides medical services to users under the social security right. However, the hospital sees the competition for social security services that are highly competitive in the area of Samut Sakhon thus the hospital withdrew to join the social security scheme in 2011 and focuses on providing specialized services to general customers and parties-customers only. The hospital has changed the image of the hospital to be the leader of private hospital in the province and neighboring areas.

Currently, the registered capital is THB 427.8 million, there are 2 service buildings which are hospital building and pediatric center which started to open in November 2019. Total number of beds open in 2 buildings, 142 beds and there are 45 outpatient examination rooms which can support up to 906 outpatients per day. Along with doctors, medical staff special treatment room for children, modern medical equipment. The hospital can provide general medical services branch especially, the Obstetrics - Gynecology which has been accepted by the people in Samut Sakhon province. There is the Pediatric Center which has the pediatrician doctors available for 24 hours a day, Surgery Center, which has an orthopedic surgeon who specializes in the microscopic Surgery available to operate on organs, blood vessels, tendons and nerves. They also have the emergency of Trauma Center with ambulance that can transfers patients who has accidents from work or accidents on roads in the province and neighboring areas. And gain the trust from the Rescuers Foundation and other agencies to send the patients into the service. Moreover, the hospital also provides health services both in and out of place.

Ekachai Hospital Implementation of the Green Hospital, which cares about the environment. Thus, the hospital has designed and decorated the building in modern style, close to nature by the green space and a water park in the public areas of the hospital to create a beautiful landscape and a better environment for users and visitors. This makes the hospital awarded for Outstanding EIA (Environmental Impact Assessments) Monitoring Award from the Office of Natural Resources and Environmental Policy and Planning.

The hospital also recognizes the importance of service standards, so it has applied the ISO 9001: 2015 system to its management and in 2023 had been certified according to AACI (American Accreditation Commission International) standards, which is an international quality certification from the United States that is accepted worldwide. Monitoring and surveillance focus on patient and operator safety. There is a quality development department to check the potential of the hospital's operations. In all departments to develop the operation in the hospital system to the international standards.

Under the motto of the hospital, "The touch from our hearts, concern, and care about you", the hospital's focus is on service, which will be taken care of both physically and mentally holistically. To get the treatment that benefits the recipients the most.

## 1.1. Policy and Overall Business Operations

### Vision, Mission and Quality Goals

#### *Vision*

To provide healthcare services with customer focus and international standards.

#### *Mission*

Ekachai Hospital is committed to creating acceptance. As a leader in providing comprehensive health services in terms of management efficiency with modern technology and tools, along with medical care by adhering to the service recipient as the center and taking into account ethics and patient rights with a multidisciplinary team.

### **Business Goals**

The company is committed to be a leader of private hospital in Thailand with both personnel and medical equipment which can be highly complex medical diseases, serving healthcare professionals. Recognized and trusted by users. In order to be able to support the medical needs of the growing expansion in both economic and social development of Samut Sakhon province and neighboring areas, with the business goal as follows.

- It is a hospital for mother and child that provides integrated services and be the center to transferred from other hospitals in the Obstetrics - Gynecology Infertility center and the Pediatric center (Providing care by dividing the area of care to separate the service areas for sick children, healthy children in accordance with the standard of infection control and children that need developmental
- There is a center of accidents with specialized surgeons with expertise to treat complicated symptoms that the people in Samut Sakorn province and neighboring areas are trusted.
- There is the leading health check center which has the integrated services of Samut Sakorn province, includes the annual health check, health check before start working, health services outing.
- Ability to arrange cost management and expense effectively.



### Business Goals in 3-5 years

In 2024, the Company undertook significant infrastructure improvements, including upgrading the chilled water distribution system in Building A and the Pediatric Building, as well as enhancing the central garden in Building A. Additionally, the Company entered into a strategic investment partnership with Korithm Co., Ltd. to establish the Heart and Vascular Center, which is expected to commence operations in the second quarter of 2025. Furthermore, construction of the Psychiatric Hospital project and Building C at Ekachai Hospital began in late 2024, with an anticipated opening in early 2026.

In this regard, the Company's investment goals over the next three to five years include various strategic initiatives, such as specialized medical centers at Ekachai Hospital, the expansion of its capacity to a 200-bed facility, and the modernization of medical equipment, information systems, and workforce development. These initiatives are designed to strengthen the hospital's capabilities in providing advanced tertiary care services, reducing the need for patient referrals. Additionally, the Company aims to expand KOON Hospital branches, invest in businesses that complement its core operations, and explore strategic growth opportunities through mergers and acquisitions (M&A). These efforts are intended to enhance service excellence, improve operational efficiency, and solidify the Company's competitive position in the healthcare industry.

### Corporate Values

| No. | subject                     |
|-----|-----------------------------|
| 1   | Quality Awareness           |
| 2   | Interpersonal Understanding |
| 3   | Excellent Service           |
| 4   | Teamwork                    |

In addition, the company has brought information technology to develop hospital services mainly emphasize on services quality and customer satisfaction. The purposes are to help customers reaching the hospital and retrieving information easily and conveniently.

### Changes and Major Developments

The key developments of the Company over the past five years are as follows:

- Y2021**
- In May 2021, Ekachai Nursing Home Co., Ltd. called up an additional 50 percent of the shares, totaling paid-up of THB 60,000,000, and registered capital of THB 60,000,000.
  - In July 2021, at the Extraordinary General Meeting of Shareholders No. 1/2021, Ekachai Nursing Home Co., Ltd. approved the increase of registered capital by THB 50,000,000, totaling THB 110,000,000.
  - In October 2021, the Extraordinary General Meeting of Shareholders resolved to approve the issuance and allocation of warrants to purchase ordinary shares of the Company No. 1 (EKH-W1) to the existing shareholders of the Company in proportion to their shareholding in the amount not exceeding 150,000,000 units (free of charge) in the ratio of 4 existing ordinary shares to 1 unit of warrants. The EKH-W1 warrants are valid for 3 years from the date of

issuance. The exercise ratio is 1 unit of warrant is entitled to purchase 1 ordinary share of the Company at an exercise price of 6.30 baht per share.

- In October 2021, The Board of Directors Meeting No. 5/2021, held on October 28, 2021, resolved to approve the Company to invest in The Klinique Medical Clinic Public Company ("KLINIQ") which operates the business. provide skin services cosmetic surgery and looking at modern holistic health according to medical principles, including skin disease treatment service Beauty skin, weight loss, body care, surgery, wellness and health rejuvenation.\_By entering into the purchase of ordinary shares from the seller, namely TKQH Capital Management Company Limited ("TKQH"), which is the current shareholder of KLINIQ, amounting to 16,000,000 shares with a par value of 0.50 baht or equal to a hundred. per 10 of the paid-up capital in CLINIC with a total value of THB 165,000,000 in this acquisition ("Investment in KLINIQ ")
- Y2022
  - In April 2022, the Annual General Meeting of Shareholders resolved to approve the adjustment of warrants to purchase ordinary shares, due to stock dividends being issued to shareholders from the exercise ratio of 1 unit of warrant per 1 ordinary share, exercise price of THB 6.30, changed to exercise ratio 1 unit of warrant per 1.04 ordinary shares, exercise price of THB 6.058.
  - In May 2022, the Extraordinary General Meeting of Shareholders No. 1/2022 of Ekachai Nursing Home Co., Ltd. resolved to increase the registered capital by THB 50,000,000, totaling THB 160,000,000.
  - In June 2022, at the Extraordinary General Meeting of Shareholders No. 1/2022, approved an increase in the registered capital by issuing to increase the capital to a limited number of persons (Private Placement) in the amount of 40,000,000 shares or 20,000,000 baht, for a total registered capital of 410,000,000 baht.
  - In September 2022, opened the Koon Hospital amount 30 beds, which officially operates under Ekachai Nursing Home Co., Ltd.
  - In November 2022, the first exercise of warrants to purchase ordinary shares of the Company No. 1 (EKH-W1) has been exercised 10,476,050 units, remaining warrants to purchase ordinary shares of the Company No. 1 (EKH -W1) 139,523,679 units.
- Y2023
  - In April of 2023, The adjustment of warrant rights to purchase common shares was approved by the general meeting of shareholders. since shareholders receive dividend shares. The exercise price of THB 6.058 was modified from the original exercise ratio of 1 warrant unit for every 1.04 common shares to Exercise ratio: 1 warrant unit for every 1.066 common shares, exercise price THB 5.910.
  - In May 2023, determines the exercise of warrants to purchase common shares of the Company No. 1 (EKH-W1). The second time there are 7,262,441 units of warrants remaining to purchase common shares of the Company No. 1 (EKH- W1) 132,261,238 units.
  - In August 2023, The Board of Directors' Meeting No. 3/2023 approved a joint venture with the company. Watthanapat Trang Hospital Public Company Limited to establish Koon Hospital, Ao Nang, Krabi Province. With a registered capital of THB 200,000,000, the proportion is 49%, representing an investment of THB 98,000,000.

- Y2024
- In October 2023, Ekachai Hospital and Khun Hospital Received quality certification according to AACI (American Accreditation Commission International) standards, which is a quality certification according to international standards from the United States that are accepted around the world.
  - In November 2023, The Board of Directors' Meeting No. 4/2023 approved the establishment of a subsidiary company. To a psychiatric hospital business together with the company Narai Property Co., Ltd. with a registered capital of THB 400,000,000 in the proportion of 60%, representing an investment of THB 240,000,000.
  - In November 2023, determines the exercise of warrants to purchase common shares of the Company No. 1 (EKH-W1). The third time there are 10,021,542 units of warrants remaining to purchase common shares of the Company No. 1 (EKH- W1) 122,239,696 units
  - In December 2023, the Company's Board of Directors Meeting No. 5/2023 approved the sale of investments in The Clinic Medical Clinic Public Company Limited ("KLINIQ") in the amount of 5,000,000 shares, valued at THB 35.50, totaling THB 177,500,000, outstanding 11,000,000 shares.
  - In April 2024, The Annual General Meeting of Shareholders approved an adjustment to the exercise rights of the warrants to purchase ordinary shares. This adjustment was made following the issuance of stock dividends to shareholders. The original exercise ratio of 1 warrant per 1.066 ordinary shares at an exercise price of THB 5.910 was revised to 1 warrant per 1.09265 ordinary shares at an exercise price of THB 5.766.
  - In May 2024, the fourth exercise of the Warrants to Purchase Ordinary Shares of the Company (EKH-W1) took place, with a total of 45,233,544 units exercised. As a result, 77,006,152 units of EKH-W1 warrants remained outstanding.
  - In August 2024, the Board of Directors, at its Meeting No. 3/2024, approved the establishment of a subsidiary to operate a Heart and Vascular Center in partnership with Korithm Co., Ltd. with a registered capital of THB 8 million, in which the Company holds a 50.50% stake.
  - In November 2024, the final exercise of EKH-W1 warrants took place, with 71,622,935 units exercised. A total of 5,383,217 units of EKH-W1 warrants remained unexercised.
  - In November 2024, the groundbreaking ceremony was held for Building C, an expansion of Ekachai Hospital, which is expected to commence operations in Q1 2026.
  - In December 2024, the foundation stone laying ceremony took place for Bloom Hospital, a 50-bed specialized psychiatric hospital located on Phet kasem Road, Bangkok. The hospital is expected to open in early 2026.



## 1.2 Nature of Business

### 1.2.1 Revenue Structure

The Revenue Structures of the Company in 2022–2024 are as follows :

| Revenue                               | 2022 <sup>1)</sup> |               | 2023 <sup>1)</sup> |               | 2024 <sup>1)</sup> |              |
|---------------------------------------|--------------------|---------------|--------------------|---------------|--------------------|--------------|
|                                       | MB                 | %             | MB                 | %             | MB                 | %            |
| <b>1. Medical Services Revenue</b>    | <b>1,048.51</b>    | <b>70.31</b>  | <b>1,208.61</b>    | <b>96.06</b>  | <b>1,306.89</b>    | <b>98.32</b> |
| <u>OPD</u>                            | 508.29             | 34.08         | 571.13             | 45.39         | 621.25             | 46.74        |
| - Cash Payment Customers              | 329.03             | 22.06         | 232.79             | 18.50         | 236.45             | 17.79        |
| - Corporate Contract Customers        | 179.26             | 12.02         | 338.34             | 26.89         | 384.80             | 28.95        |
| <u>IPD</u>                            | 540.22             | 36.23         | 637.48             | 50.67         | 685.64             | 51.58        |
| - Cash Payment Customers              | 174.70             | 11.72         | 206.68             | 16.43         | 243.27             | 18.30        |
| - Corporate Contract Customers        | 365.52             | 24.51         | 430.80             | 34.24         | 442.37             | 33.28        |
| <b>2. Other incomes <sup>2)</sup></b> | <b>442.83</b>      | <b>29.69</b>  | <b>49.59</b>       | <b>3.94</b>   | <b>22.34</b>       | <b>1.68</b>  |
| <b>Total revenue</b>                  | <b>1,491.34</b>    | <b>100.00</b> | <b>1,258.20</b>    | <b>100.00</b> | <b>1,329.23</b>    | <b>100.0</b> |

Note <sup>1)</sup> Consolidated

- <sup>2)</sup> Other income includes invest income, rental income, interest income and profit from property sales.
- In 2022, there was other income from gains from equity instruments (KLINIQ) measured at fair value in the amount of 410.72 million baht.
  - In 2023, there was other income from gains from equity instruments (KLINIQ) measured at fair value in the amount of 19.50 million baht.

### 1.2.2 Details of Products or Services

The Hospital provides both diagnosis and treatment for common ailments and specialized in a variety fields by physicians with expertise and experience in healthcare with modern medical equipment which available to provide medical care to both inpatients and outpatients. The main clients of the company can be divided into two types which are the customer who pay for the service themselves and Counterparties customers, which include corporate insurance contracts and Corporate Parties. In addition, the hospital provides general health check-up services; health check for foreign job seekers of the Department of Labor, pre-employment Health Check-up includes the health check up by the mobile health center.

The Hospital's medical services can be divided into 21 medical centers as follows :

|                                       |  |
|---------------------------------------|--|
| (1) Medicine Center                   | (12) Health Promotion Center               |
| (2) Pediatric Center                  | (13) Hemodialysis Center                   |
| (3) Well - Child Clinic               | (14) Dental Center                         |
| (4) Child and Teen Development Center | (15) Physical Therapy Center               |
| (5) Obstetrics and Gynecology Center  | (16) Pre-employment Health Check-up Center |
| (6) General Surgery Center            | (17) Mobile Health Check-up Center         |
| (7) Orthopedic Center                 | (18) Radiology Center                      |
| (8) Plastic Surgery Center            | (19) Infertility Center                    |
| (9) Dermatology Center                | (20) Emergency Center                      |
| (10) Eye, Ear, Throat, Nose Center    | (21) Chinese Medicine Center               |
| (11) Emergency Center                 |  |

## 1. The Service type can separate as below

### (1) Internal Medicine Department

The Medicine Center provides the service in various fields by the specialty and expertise doctors in each field which can provide as specialty clinics as the following:

- **Internal Medicine:** Provides general medical treatment both acute and chronic ailments such as fever, headache, allergy, abdominal pain, diarrhea, infections, etc., and will refer patients to internal medicine specialist for more complex illnesses. In case of fever and respiratory symptoms, they will be sent to Acute Respiratory Illness Center.
- **Cardiovascular Medicine:** Provides services for the treatment of heart disease, high blood pressure and use Holter monitoring to continuous test to record the heart's rate and rhythm for 24 hours
- **Nephrology:** Provides treatment for kidney / kidney failure and urinary tract infections
- **Neurology Service:** Provides services for the treatment of cerebrovascular diseases, paralysis, movement disorder, balance disorder, spina bifida, Bell's Palsy, Epilepsy, Migraine, Dementia, Alzheimer's disease, Alzheimer, Parkinson Syndrome
- **Gastroenterology** Provides services to treat acute and chronic gastritis/reflux acids/Intestinal inflammation or abnormal squeezing, hepatitis, inflammatory diseases spleen includes diagnostic endoscopy and treatment in the upper gastrointestinal tract, including the intestinal system
- **Rheumatology:** Provides services for acute and chronic inflammatory disease Systemic Lupus Erythematosus or SLE that results in swelling, degenerative joint disease;osteoarthritis, Back pain syndrome, stiff back and and soft tissue pain group.
- **Thoracic Surgery:** Provides services treatment for Pulmonary Tuberculosis/Pneumonia or Lung infection, Lung abscess, Drainage in the pleural wall, Lung biopsy, Pulmonary Emphysema / asthma / Bronchitis Respiratory diseases / Respiratory system.
- **Endocrinology:** Provides services related to endocrine diseases such as Diabetes, Thyroid disease and adrenal insufficiency.
- **Allergy:** Provides services for allergy treatment such as allergy treatment of Respiratory allergies, nasal congestion, frequent sneezing, has clear nasal discharge in the morning, rash, urticaria etc., and Skin Test.
- **Psychiatric Medicine:** Provides diagnosis and treatment of psychiatric symptoms among species such as depression, anxiety, hallucinations, auditory hallucination, insomnia and advice on how to solve behavioral problems in children and adolescents.
- **Hematology:** Services related to the diagnosis and treatment of blood disorders such as anemia and thalassemia coagulopathy, disorders affecting the blood components. Abnormalities in blood clotting.
- **Otolaryngology:** Consultation and surgery for otolaryngology, the majority of small and ENT examination, ENT surgery for middle ear, sinus surgery with camera The inner ear and nervous system, the endoscopic ENT examination and treatment of snoring, sensing a

hearing with the computer, services include hearing aid, consulting service and suggestion about speaking practice

- **Balance Center:** Provides services for diagnosis of dizziness

## (2) Pediatric Center

It offers treatment for pediatric patients from birth to 14 years old with a specialist pediatrician at the 24-hours. Providing pediatric treatment such as check-ups, nutrition, children's respiratory and lung diseases in children, gastrointestinal diseases in children, allergies in pediatric ENT, pediatric kidney disease in children, brain and nervous system in children, blood disorders in children, endocrine system diseases in children, diabetes in children, care for low birth weight babies, care for premature babies.

## (3) Well - Child Clinic

Providing treatment services for patients after childbirth. That has no sickness situation from birth Hearing screening in infants, diagnosis of child development. Immunization various vaccinations by the hospital designed and decorated a place specifically for children. Which has a bright atmosphere to create warmth and relax while waiting to see a doctor including the division of space for sick children and healthy children apart to prevent the spread of infection from sick children to good children. By providing equipment ready for children to enjoy, encouraging cooperation in vaccination and creating a positive experience for both children and parents.

## (4) Child and Teen Development Center

Providing treatment services for children until the age of 14 years, providing psychiatric services by a skilled child psychiatrist and behavioral Occupational therapist, speech practitioner therapist musician such as taking care of development in each age range treatment of developmental defects in children Autism/attention deficit disorder learning disability and IQ measurement for children with a room for organizing specific activities, stroke rehabilitation and swallowing therapy and modern equipment imported from abroad. In addition, hydrotherapy is also provided for children who want to stimulate development under operation by a physical therapist.

## (5) Obstetrics and Gynecology Center

Provide diagnosis, treatment, obstetrics and Gynecology counseling by specialists who available to service 24 hours a day.

- **Obstetrics** Provides services of diagnosis of pregnancy, pregnancy care, monitoring the heartbeat of the fetus, maternity care for mothers and babies after birth, training practices after childbirth, exercising after childbirth, Family planning, contraception, infertility treatment or cure infertility
- **Gynecological** provide the service for health care in women, check treat menstrual disorders, Check treat infections / reproductive tumors in women. Women's reproductive system cancer treatment. Surgery by laparoscopy / open abdominal surgery, counseling postmenopausal women.

The hospital has modern equipment to services of Obstetrics – Gynecology such as ultrasound 2D, ultrasound 4D machine; colposcope includes monitoring the fetal heart in the womb and 3 examination rooms, 4 waiting rooms, labor rooms, and the medical surgical team that is ready to serve.

#### (6) General Surgery Center

Providing general surgery and laparoscopic surgery by the medical specialists in each field such as an appendectomy, hernia surgery, gallstones in the gallbladder surgery, surgical tumor in the abdomen, surgery in urology, surgery in gastrointestinal / colon, gastric bypass surgery, vascular surgery, hemorrhoid surgery and etc.

#### (7) Orthopedic Center

Counseling and diagnosis of orthopedic services to clients who have disorders of bones, tendons, nerves, causing pain, neck pain, back pain and lumbar muscles all kinds by medical specialists who are available for 24 hours a day, consisting of three clinics as below:

- **General orthopedic clinic:** Services related to the treatment of diseases such as bone fractures and joint injuries, including muscle movement tendons and nerves from working or playing sports, the treatment and prevention of osteoporosis as well as surgical treatment of bone fractures from osteoporosis.
- **Orthopedic and Spine Arthroplasty:** Services related to the treatment of spinal disease and joint replacement surgery, such as disc herniation with nerve disease, the arthroplasty in patients with degenerative conditions such as osteoarthritis, the hip joint replacement surgery in patients who had an accident.
- **Surgery and Hand Surgery and Microsurgery:** offers treatment using Microsurgery as a cut finger/arm surgery (Replantation) cut the tendons nerves, surgical treatment for the disabled, the surgery to the tendon treatment and surgery for a torn ligament, treatment of Trigger Finger, Treatment of nerve membrane.

The services provided by this advanced tool include measurement of BMD (Bone Densitometer) high magnification camera operation (Microscope) and so on.

#### (8) Plastic Surgery Center

Provides all the beauty service such as cosmetic physicians specializing in cosmetic surgery, including breast augmentation surgery, breast reduction surgery, eyelid surgery, surgical face lift and neck liposuction, surgery of surgical skin tightening, like a flabby belly, nose surgery, surgery to reduce stomach size and surgery put a balloon in the stomach.

#### (9) Dermatology Center

Skin Center of Ekachai Hospital focused on skin care treatment by medical specialists such as dermatitis treatment, treatment of Skin infections, treatment of skin disorders, the rash of allergies themselves and treatment of diseases and disorders of the hair and nails. Diagnosis for encouraging intolerance hair removal treatments to get rid of varicose veins, moles, warts fleck polyps. In addition, the hospital provides promote service health care for good skin, by providing protection and skin along with how to provide better health care. To care for the health of the skin, the hospital provides medical specialty Dermatology, Medical Acupuncture to serve the service to all customers entirety.

#### (10) Eye, Ear, Throat, Nose Center

- The Ophthalmology center is provides comprehensive treatment for all eye problems such as eye examination and surgical eye diseases of all kinds, cataract surgery, laser treatment of the retina, retinal and vitrectomy surgery and eye test by the



ophthalmologists who experienced in the treatment as well as specialized tools ophthalmic modern and highly effective such as retinal camera 3D, laser eye treatment for retinopathy and IOP etc.

- Ear, Nose, Throat, and ENT services for all problems with ENT problems covering both adults and children able to do surgery on ENT symptoms, both major surgery and minor surgery of ENT, as well as having the potential to perform middle ear surgery. Laparoscopic Nasal Surgery examination of the inner ear and nervous system Endoscopy, ENT examination and treatment of snoring Computer auditory examination hearing aid services consulting services and advice on speaking practice.

The hospital considers modernity and convenience. Therefore service areas have been improved with a new look, that is easy to access and facilitating the service recipients to be happy and friendly

#### **(11) Emergency Center**

Provide medical treatment service, including help and support for Trauma Patients in the form of emergency and trauma center for 24-hours which the hospital has the readiness of the place, tools and modern equipment, Emergency physicians and surgeons Nurses trained resuscitation advanced and professionals. This includes the forthcoming action plan and Coordination Center Rescuers Foundation for accidents among the neighborhood and provides emergency ambulance service, which is available for patients in Samut Sakorn province and nationwide

#### **(12) Health Promotion Center**

Health Promotion Center: Provides the service with a variety of health programs which are appropriate for each age range by practitioners with experience of the center. Along with an examination room that can serve a One Stop Service can be a laboratory. And precision along with tools for diagnosis, treatment facilities can accommodate up to 41,000 people per year, the operating rooms of hospitals certified by the Department of Medical Sciences Medical Technology Council, when it detects an abnormal condition or health problems the hospital has specialists devoted to providing appropriate treatment and counseling services. The Hospital has five basic health check program which has been designed to accommodate the arrival of all ages. In addition, the hospital's risk and provides specialized health programs such as health check liver function completely. Cancer screening program Heart Disease Screening Program Diabetes Screening Program Health Check postmenopausal And health check before marriage It also provides health services to obtain a doctor's certificate to apply for admission Work permit a driver's license or work abroad. Providing health services for seafarers and seafarers health certificate issued by the Marine Department. Health Check service for customers insuring insurance companies and providing health services for workers in Thailand before traveling to abroad.

#### **(13) Hemodialysis Center**

Providing dialysis services with hemodialysis in patients aged 15 years and over, both with acute renal failure and chronic renal failure patients 24 hours to get safety and effective without complications and a better quality of life. There are the capacity of 11 beds to accommodate the service and specialist doctors available to care for the service thoroughly including the medical experts and trained nursing of hemodialysis patients with dialysis from institutions that recognized by the Nursing and Midwifery Council and Nephrology Society of Thailand.

In addition, the dialysis center hemodialysis treatment has also been certified by the artificial kidney dialysis machine from the Royal College of Physicians of Thailand by the system infection control and sterilization standards, including the generator which is available for 24 hours a day to provide the continuously service in case the electric down.

#### (14) Dental Center

Provides dental services with a wide range of fields, standardized infection prevention system including dental specialist as the following:

- General dentistry provides such as dental examination and consultation, teeth cleaning, scaling and polishing teeth whitening.
- Pediatric Dentistry such as a sealant, enamel with fluoride treatment, crowns, root deciduous teeth of children.
- Root canal treatment to treat root canal infections.
- Oral surgery such as tooth removal, impacted tooth removal, torectomy
- Embedded tooth surgery
- Dental Implants
- Gum disease treatment such as Treatment of gingivitis, root planning, gum surgery
- The dentures such as partial denture, dental crown and bridge
- Orthodontics

#### (15) Physical Therapy Center

Provides body care and rehabilitation services with therapy relieve illness with modern equipment under the supervision of a qualified physical therapist and medical specialists in rehabilitation medicine. The following physical therapy services are provided.

- Physical Therapy for Osteoarthritic Patients
- Root canal treatment to treat an infection around the implant.
- Broken bone , sprain
- Inflammation of the joints and ligaments
- Symptoms of arthritis
- Reconstruction of dismemberment
- Diseases of the musculoskeletal system and bone
- Injuries from sports.
- Therapy before and after surgery on joints and bones
- Treatment of Acute and Chronic Bone and Joint Pain
- The treatment of muscle injuries
- wearing fake limbs
- Restoration of postoperative knee surgery
- Physical therapy for people with neurological illness.
- Rehabilitation of hemiplegic
- Rehabilitation of patients with hemiplegia
- Pre and Post-Operative Neurological Therapy
- Rehabilitation of musculoskeletal and nerve diseases

- Deep Vein Thrombosis
- Physical Therapy for Cardiac Patients
- Physical therapy for Physiotherapy for patients with lung and respiratory services
- Breast Massage for Breastfeeding

The hospital has the tools and equipment for therapy such as Ultrasound, the Cervical and Lumbar Traction, Electrical stimulator etc.

#### **(16) Pre-employment Health Check-up Center**

The service available only for pre-employment health check with different items of each company to assess the employees' health and their readiness before work. The impact is directed to the company, mostly support a health check before the employee plant will be started to work with the industrial companies and other companies in Samut Sakhon and neighboring areas.

#### **(17) Mobile Check-up Center**

Hospital has Mobile Check up Center: MCU which consists of doctors, nurses along with a team of occupational health nurses with experience, providing health services outside the office or on the factory premises of the customer. The customers are both public and private. Also available across the country also offer other services such as training aid and Cardiopulmonary resuscitation (CPR) and so on.

#### **(18) Radiology Center**

Radiology Center is the center which provides diagnosis using PACS (Picture Archiving and Communication System) by using X-Ray or Sound Wave to take pictures of the body to reveal clearly details of internal organs and pointed the position of the disease more accurately. Especially diseases related to cancer and tumors which the PACS system will be stored and send the digital image and use tools and equipment such as Ultrasound, 16-Slice CT-Scan, Mammogram, Panoramic Dental X-Ray, 3D CT Scan, X-ray imaging system (Fluoroscopy), etc., through the measurement and testing by the Department of Science Medicine and licensing the use of ionizing radiation by the Office of Atoms for Peace Ministry of Science and Technology.

#### **(19) Infertility Center**

Licensed by the Ministry of Public Health, in October 2560, and opened on January 1, 2018. Infertility centers include ICSI, which is the use of a sperm injection into the egg. To help fertilize when the embryo is transferred to the uterus, the PESA is the sperm from the sperm area to be mixed with eggs to make larvae by the way. In the case of male sperm, TESE is a small cut the testicles come to the sperm. The eggs are mixed with the larvae in the way. In the case of male sperm, PGD is a diagnostic technique. See the chromosome number or genetic abnormalities for the selection of embryos that appear from genetic abnormalities. For pregnancy and Embryo transfer (ET), the embryo transfer to the uterus. egg freezing frozen sperm freezing to keep in the future.

#### **(20) Emergency Center**

It is an ambulance unit with medical equipment and modern car care facilities. It is available nationwide with doctors, nurses, staff who are knowledgeable in the care of patients.

#### **(21) Chinese Medicine Center**

It is a centre that offers treatment services with traditional Chinese medicine, which focuses on holistic treatment by balancing the body according to traditional Chinese medicine. Use specific disease diagnostics acupuncture Thick Tui Massage, Cupping Acupuncture point stimulation with an electrical



stimulator Hot fixture Chinese herbal medicine provides treatment for patients with muscle pain such as neck, shoulder, shoulder, back, paresis/paralysis, bone and joint diseases such as osteoarthritis, spinal compression, shoulder nerve addiction to balance the body, such as people who are easily exhausted. Post-menopausal symptoms, obesity, balancing for beauty, as well as treating patients with diseases or disorders along with modern medicine such as acid reflux. Stomach diseases, blood pressure Diabetes, kidney impairment, asthma Migraine, hemiplegia of the face, facial nerve pain, etc.

The revenue proportion from the company's services can divide by each Medical Center of the year 2022-2024

| Medical Center                                 | 2022          |                | 2023           |                | 2024            |                |
|--|---------------|----------------|----------------|----------------|-----------------|----------------|
|  | MB            | %              | MB             | %              | MB              | %              |
| Acute Respiratory Illness:                     | 235.82        | 24.41%         | 308.92         | 29.94%         | 331.20          | 31.59%         |
| check-up center                                | 160.47        | 16.61%         | 248.07         | 24.04%         | 254.97          | 24.32%         |
| Vaccination Service Center                     | 91.46         | 9.47%          | 172.24         | 16.69%         | 182.54          | 17.41%         |
| Emergency Center                               | 60.68         | 6.28%          | 51.28          | 4.97%          | 49.20           | 4.69%          |
| Pediatric Center                               | 49.39         | 5.11%          | 44.28          | 4.29%          | 48.84           | 4.66%          |
| Medicine Center                                | 37.72         | 3.90%          | 38.87          | 3.77%          | 43.22           | 4.12%          |
| Acute Respiratory Infection Center             | 193.07        | 19.98%         | 33.53          | 3.25%          | 0.00            | 0.00%          |
| Hemodialysis Center                            | 25.19         | 2.61%          | 32.73          | 3.17%          | 33.20           | 3.17%          |
| IVF  | 29.39         | 3.04%          | 28.96          | 2.81%          | 31.94           | 3.05%          |
| Elderly Center                                 | 18.37         | 1.90%          | 23.57          | 2.28%          | 21.37           | 2.04%          |
| Other Centers                                  | 64.64         | 6.69%          | 49.39          | 4.79%          | 51.95           | 4.96%          |
| <b>Total revenues from hospital operations</b> | <b>966.20</b> | <b>100.00%</b> | <b>1031.83</b> | <b>100.00%</b> | <b>1,048.43</b> | <b>100.00%</b> |

\* Separate financial statement

In addition to the various centers of the medical services above, the hospital also has other departments which supporting medical providers below.

#### (1) Medical records department

Arrange the registration for the clients into the database of the hospital and keep all customers information for the purpose of medical treatment such as personal information, medical history in the past and at present, Medical history allergy, family history information for other indications. The Hospital keeps records in HIS system (Hospital Information System) to allow the doctors to get complete and fast information of service users and online patent examination with contractual insurance company for the accuracy of the benefits.

#### (2) Pharmacy department

The hospital has pharmacy department that serves the pharmaceutical and medical supply to patients under doctor's orders. Take care - medication and medical supplies, warehousing and storage of pharmaceutical and medical attention including procurement of drugs and medical supplies to provide adequate and appropriate to the needs of the hospital. Moreover, it also take responsible for review and present new medicines and substitutes to the drugs board before using in the hospital.



### (3) Nutrition department

Responsible of providing food for patients by considering of the amount of energy and nutrients, according to nutritional and hygienic, to appropriate with the sick symptoms, age and health of the patient, including monitoring and evaluation of the patient's eating, providing education and counseling on nutrition and training to patients, their relatives, hospital personnel as well as other interested parties.

### (4) Laboratory

The hospital has the laboratory which could detect the specimens, can perform diagnostics, medical aspects, fully integrated system by using Lab Information System to connect to the Hospital Information System to forward the results of the examination to doctors quickly. Also has a system to verify the quality of the specimens which were made within the university or send to compare with Mahidol University and the Thai Red Cross which the services include, hematology, Biochemical examination, Immunological examination, Gastrointestinal examination By expert medical technicians and modern equipments such as Blood Chemistry, Hematocrit Centrifuge and Complete Blood Count, the laboratory will arrangements blood and compounds blood. The laboratory of the hospital has been certified by the Department of Medical Sciences and licensed by the Ministry of Labour health checks for workers who go to work abroad.

## 2. The services provided by the patient

### (1) Out Patient Department : OPD

There are 45 of medical examination rooms at the hospital for all fields of medicine which can support 906 peoples per day to access the service.

| Examine Room Type                 | No. of Rooms | Examine Room Type                     | No. of Rooms |
|-----------------------------------|--------------|---------------------------------------|--------------|
| Medicine Center, Heart Center     | 8            | Pre-employment Health Check-up Center | 1            |
| Obstetrics and Gynecology Center  | 3            | Emergency Center                      | 8            |
| Pediatric Center                  | 6            | Eye, Ear, Throat, Nose Center         | 3            |
| Well - Child Clinic               | 3            | Health Promotion Center               | 1            |
| Child and Teen Development Center | 1            | Dermatology Center                    | 1            |
| General Surgery Center            | 5            | Dental Center                         | 3            |
| Acute Respiratory Illness Center  | 1            | Chinese Medicine Center               | 1            |
| Total                             |              |                                       | 45           |

### Statistics of the Capacity in Outpatient Medical Service

| The ability to provide services                                    | 2022    | 2023    | 2024    |
|--|---------|---------|---------|
| Total number of examination rooms (rooms)                          | 46      | 47      | 45      |
| Number of the day  | 365     | 365     | 365     |
| The Maximum of capacity to service outpatient per day (time/day)   | 4,516   | 1,314   | 906     |
| The Maximum of capacity to service outpatient per year (time/year) | 400,405 | 370,162 | 330,690 |
| Access times of outpatients who accessed to the service (times)    | 183,787 | 187,969 | 175,794 |
| Access rate of outpatients who access the service (%)              | 45.90   | 50.78   | 53.16   |

According to the above outpatient service capacity (OPD) data, there were 44 examination rooms in 2020. From 2021 to 2022, due to the COVID situation, the hospital opened 2 respiratory examination rooms and 1 COVID Vaccine Service Center (pediatric hall on the 1st floor) to accommodate 3 more patients for a total of 47 rooms and after mid-2022, the number of COVID vaccine recipients decreased due to the COVID-19 pandemic. As a result, the outpatient occupancy rate decreased from 59.62 percent in 2021 to 45.90 percent in 2022 and to 50.78 percent in 2023.

In 2023, the hospital opened its respiratory examination rooms until July as the last month as Thailand was able to control the COVID-19 situation and added three more traditional Chinese medicine departments for a total of 47 examination rooms, increasing the service usage rate from 45.90 percent in 2022 to 50.78 percent in 2023.

In 2024, the Respiratory System Center was discontinued as there was no longer an emergency related to COVID-19. Additionally, the number of Traditional Chinese Medicine consultation rooms was reduced from three to one to allocate space for physiotherapy services and dermatological and aesthetic procedures. As a result, the maximum service capacity per day and year decreased, but this did not impact overall operations.

#### **(2) In Patient Department: IPD**

The hospital provides rooms available to service the patients in several categories that can accommodate the needs of patients of all types Grand Suite Room, Suite Room, Deluxe Room, VIP Room, Single Room, Single room for children, double rooms, ICU, etc. However, due to the growth of pediatric patients who use the service continuously, Ekachai Hospital, therefore, proceeded to construct the pediatric building as a specialized building for both pediatric and inpatient services for pediatric patients. For the patient beds in the pediatric building, there are 60 beds and the room was renovated in the same building added double rooms from 2 rooms to 4 rooms, resulting in the total number of rooms and beds from 74 rooms increased to 134 rooms and the number of beds increased from 80 beds increase to 142 beds. The room price is competitive with the Private hospital in the neighbouring area. The price includes meals, nursing fees and the hospital service fee, the details of the hospital's patient rooms are as follows.

Table number of inpatient rooms under normal conditions

| Room Type                                      | No. of Room | No. of Bed | Bed Price<br>(Baht/Night) |
|--|-------------|------------|---------------------------|
| <b>Old Hospital Building (Building A)</b>      |             |            |                           |
| Grand Suite Room                               | 4           | 4          | 10,000                    |
| VIP Room                                       | 2           | 2          | 12,000                    |
| VVIP Room                                      | 2           | 2          | 14,000                    |
| Deluxe Superior                                | 1           | 1          | 6,400                     |
| Superior                                       | 57          | 56         | 5,500                     |
| Twin Room                                      | 4           | 8          | 3,900                     |
| ICU Room                                       | 1           | 4          | 8,400                     |
| ICU Intermediate Room                          | 3           | 3          | 5,200                     |
| Isolation Room                                 | 1           | 2          | 8,900                     |
| <b>Total patient rooms in the Old building</b> | <b>74</b>   | <b>82</b>  |                           |
| <b>Pediatric Building (Building B)</b>         |             |            |                           |
| Premium Room                                   | 34          | 34         | 5,500                     |
| Junior Suite Room                              | 2           | 2          | 6,500                     |
| Family Suite Room                              | 4           | 4          | 11,000                    |
| Premium Garden Room                            | 17          | 17         | 6,100                     |
| Junior Garden Room                             | 1           | 1          | 7,100                     |
| Family Garden Room                             | 2           | 2          | 12,000                    |
| <b>Patient rooms in the pediatric Building</b> | <b>60</b>   | <b>60</b>  |                           |
| <b>Total all inpatient Room</b>                | <b>134</b>  | <b>142</b> |                           |

### The pictures of the rooms in Building A

VVIP Room (A506)



VVIP Room (A606)



VIP Room (A507)



VIP Room (A607)



Grand Suite Room



Deluxe Superior Room



Superior A6 Room



## The pictures of the Kids Building's rooms (Building B)

### PREMIUM ROOM



### JUNIOR SUITE ROOM



### FAMILY SUITE ROOM



#### PREMIUM GARDEN ROOM



#### JUNIOR GARDEN SUITE ROOM



#### FAMILY GARDEN SUITE ROOM



#### Statistics of the Capacity in Patient Department: IPD

| Items  | 2022   | 2023   | 2024   |
|--|--------|--------|--------|
| Number of Bed for the service (bed/day)                      | 142    | 142    | 142    |
| Number of day  | 365    | 365    | 365    |
| Access times of patients who accessed to the service (times) | 12,506 | 14,139 | 13,928 |
| The occupancy of inpatients bed (bed)                        | 44,314 | 39,415 | 36,554 |
| The maximum of capacity in inpatient medical service (bed)   | 51,830 | 51,830 | 51,830 |
| Access rate of patients who access the service (%)           | 85.50  | 76.05  | 70.53  |

Remark 1. In 2022



1.1 The number of beds that are used to calculate the bed occupancy rate is only 142 beds because it is equivalent to managing the permanent beds of the hospital. As for the beds that receive overflow during January to March, not taken into account because they are only open for business like the overflow for 2 and 3 months.

1.2 The calculation of the IPD includes the number of Home Isolation patients.

2. In 2023 is the year when the COVID-19 pandemic situation has eased a lot. The number of patients who come to use the service is a general illness patient, which is increasing. However, the number of days of bed occupancy is less than the number of COVID-19 hospitalizations during the pandemic. As a result, the number of inpatient beds occupied has decreased from 2022, the number of inpatient bed occupancy was 44,314, and the number of inpatient bed occupancy in 2023 was 39,415.
3. In 2024, there were no widespread or severe outbreaks of infectious diseases, resulting in a slight decrease in bed occupancy and bed occupancy rate compared to 2023.

## **Service Process**

### **Medical Records Department**

When the customers access to the service, the Medical Records Department will record their history, asking and inquiring for the symptoms or the basic need of the customers, screening patients to various clinics of the OPD (Out Patient Department: OPD) and if such patients are emergency patients who need treatment urgently, the hospital will be sent to the emergency room (Emergency Room: ER). Moreover, the department also responsible for the evaluation and authorization of primary care patients as well online system with insurance companies to increase the accuracy of authentication.

### **The Treatment Process**

When patients have been screened to the appropriate center or clinic, the doctor will ask for their symptoms and treatment of patients according to various examination rooms of hospital, if patients need to be examined further, the doctor will send the patient to the relevant departments such as the Department of Laboratory (Lab) or diagnostic centers, according to the patient's condition, if patients need to get the procedure, doctors and nurses will conduct the process to the patient, if the patient needs to be admitted to a hospital, they will refer the patients to the inpatient department (In Patient Department: IPD).

### **The Payment Process**

Upon completion of the treatment process, the Finance department will receive the expense bills from each department to recheck the validity of the right for the medical service of the customers, medical records and other miscellaneous expenses. Calculate the total cost of the service and payment or sign the bill if a user is from the partner companies.

### **The process of dispensing medications and medical supplies**

After payment if the clients need to get medicines or medical supplies, the doctor will write a prescription for the drug or withdrawing supplies from the pharmacy. When pharmacists received a prescription to verify the authenticity of the drug and reconfirm with the doctor for accuracy. Once it has been verified for accuracy, the pharmacists will provide the drugs follow as the prescription and dispense to the clients and explain how to use indications, cautions the user correctly.

### 1.2.3 Marketing and Competition

#### Competitive strategy

##### 1. Services provided by medical personnel who are proficient with the modern tools.

Hospital recognizes the importance of recruiting medical personnel with expertise both on the part of doctors, nurses and medical support. The doctors who are specialists in their respective fields whether Obstetrics - Gynecology physician, Dr. Amnaj Eur-Areemit, the Hospital director and co-founder of the hospital is a doctor who has experience and expertise for over 35 years who is acceptance to the people in Samut Sakorn province. The hospital provides a Pediatric Center which has the pediatrician with expertise for 24 hours to serve the medical service to children as much as possible. In the same time, the hospital has orthopedic doctor who has experience and expertise, particularly in the field of micro-surgery and surgery that can cut fingers, arms, cut tendons, nerves. As the hospital also provide the ambulance to refer patients from the accident at work in industrial or road accidents that occurred in the province of Samut Sakhon and nearby areas this affect the hospital to be the emergency center that has been trusted by the customers, rescuers agencies and foundations in referring the patients who suffer from accidents to admit at the hospital.

In addition, the hospital will also provide support for training in the medical and nursing staff of the hospital to develop their skills all the time, such as medical conferences every on Friday, the training by the nursing department to educate staff on matters relating to the profession, such as the care of patients of various diseases, resuscitation, etc., and also sending staff to conferences or training outside the needs of each department. For the medical equipment and supplies, the hospital has improved and continued in the investment to maximize the benefits of the service for customers. The Hospital has invested in equipment and various medical needs, including 4D ultrasound, cardiac monitoring with high frequency (Echocardiography), measurement of bone density (Bone Densitometer), Model Fabain Evolution Ventilator, Portable baby incubators (Transport Incubator) and so on.

##### 2. Service Quality in a Competitive Price

The hospital offered the service to general customers; counterparties only, not provide the right to the customers who use the social security scheme, to become a leader hospital in the Samut Sakorn province and neighboring areas by focus on the quality of the treatment standard process to take into account of safety of service users. To assure that the customer will get the best medical treatment, proper medication and medical supplies and service satisfaction. The hospital has also featured on the customer side; survey of users regularly offers Hot Line 1715 for Channel service inquiries 24 hours a day to improve services regularly. In addition, the hospital has also allocated public areas of the hospital into the green concept Green Hospital to provide services closer to nature, the relaxation during the service; this makes the hospital won the Outstanding EIA (Environmental Impact Assessments) Monitoring Award continuously from the Office of Natural Resources and Environmental Policy and Planning.

With quality service and modern, the hospital is also service with the reasonable price which consistent with the symptoms of the customers and available to competitive with other private hospitals in Samut Sakorn province and the neighboring area.



### 3. The Ability to Manage Costs of Operation.

The hospital recognizes the importance of managing the cost of operations. To make the most effective, the pharmaceutical inventory management, one of the major costs of the hospitals in order to reduce the cost of operations by using the Reorder Level Policy (ROL) in ordering the goods when the given level is lower to decrease the volume of orders at a time but ordering more often which can make it possible to reduce the cost of operations especially the storage cost.

In addition, the hospital has a system for the collection of medical images (Medical Images) or radiographic, by reception - transmission of video in digital formats or the system called PACS (Picture Archiving and Communication System) is used to manage data transmission via the computer network systems including HIS (Hospital Information System), a system of patient services linked online since the department's medical records, Hospital X-ray department, a drug room to the finance department by recording patient history and medical history on a computer system enhancing the efficiency of work and reduce the cost of operations as well as speed up customer service. The hospital also has set the goal of controlling costs (Cost Improvement Goal) in five areas: human resources administrative costs, cost management infrastructure and energy efficiency, inventory management and 5S management tools and medical devices and debt management, to control costs and expenses in the most efficient ways.

### 4. Public relations and social activities continually

To promote hospital to be more famous as well as to enhance the image of the hospital, so the hospital has arrange the advertisement to publics through, billboards, community radio, local cable TV and adding signs to community areas, the leaflet about health education and various events regularly as

- The event "Little Crawl" and the contest "Little Ekachai" to build a good relationships to the hospital as well as to create the expertise to care for children.
- The Health Check Treatment programs, beauty package program such as cosmetic breast surgery, surgery to reduce the fat and an invitation to do a membership card to receive discounts on medical care.
- Event for customers of the parties is a private company, such regular first aid training, the training provides knowledge about health.
- Cooperate with agencies and organizations in Samut Sakhon province vaccination services to prevent the spread of COVID-19 continually working with the government
- The issuance of the check-ups and treatment in remote locations.

### Target Customers and Service Channels

Regarding that the Hospital is located on Ekachai Road, Samut Sakorn Province, which has a lot of estates industrial and proximity to communities and villages so the density of population is high and the target customers of hospital are the residents, the private industry, educational, institutions and government agencies in the province and neighboring provinces within 50 kilometers radius of the hospital and also foreigners for expanding the company's market share. There are two types of customers which can be classified as follows.

#### 1. General Clients



It is a typical residential customer or work in the vicinity of the hospital. This is a moderate to fairly good in Samut Sakhon and nearby villages, which are Visetsuk Village, Sarin City Village, Preuksa Village, The Praw Village, the Grand Village, Porto Village, Mahachai Muang Thong Village and more than 20 village in the radius 50 Kilometers around the hospital. The Hospital advertises continuously in the area via various channels, such as billboards, radio, cable TV and local communities, the direction signs in the community, the leaflet provides about health education. The discounted about medical services to the village, awareness and prevention to schools, promotion campaign with credit card including cooperation with other agencies and organizations in Samut Sakorn province, with the aid of the events by organizing vaccination services to prevent the spread of COVID-19 continually for customers know the hospital very well organized for health check, treatment programs, beauty package program and an invitation to do a membership card to receive discounts on medical care. Moreover, the hospital also provides the service to foreign customers especially for IVF treatment and plastic surgery. The contribution from the general revenues from hospital operations of the Company in 2022 was 43.62 %, 37.11 % in 2023 and 36.57 % in 2024

The General Customer which is the Main Goal of the Hospital is as below:

- **The Mother and Child Group** The Hospital has Medical personnel who specialize in obstetric and pediatric doctors, especially Dr. Amnaj Eur-Areemitr, the gynecologist with more than 35 years experience, who renowned the Gynecology since its founder. For the pediatric the hospital has pediatric experts who can serve in all medical disciplines related to children from birth to 14 years and the doctor available for 24 hours a day to provide the best treatment. The hospital concludes that the services to mothers and children from birth can make customers aware of the standards and good service, familiar and confident with the medical staff of the hospital. This will enable the re-use of hospital services in the future by the hospital. There are activities for children about the ongoing activities such as "the Little Crawl" / "Little Ekachai" contest to enhance more image of a mother and child center.
- **Emergency Center:** As the Hospital located in Samut Sakorn province, which is the main area of a large number of industrial facilities. It is also the main route of travelling from Bangkok to the provinces in western and southern. It is likely to incidents of workplace accidents and quite a lot of traveling while Hospital has famous of the general surgery doctor and orthopedic medicine doctors. As well as a blood bank laboratory, radiology department, and diagnostic tools, modern equipment operating rooms with modern and standard system, ICU intensive care unit, include personnel with expertise in all departments. Make hospital ready to become a trauma center that has been trusted by the user. Rescuers agencies and foundations in patients who suffer accidents. In addition to medical treatment, the hospital has also organized futsal association with the rescuers Insurance company and foundations every year to build a good relationship.
- **Foreign clients** The government has promoted Thailand as a center of health (Medical Hub), so foreign customers have become another target of the hospital. The Hospital has been expanding foreign client market since 2013. The company's international customers are classified into customers who interested plastic surgery (Middle East) and customers who seeking for IVF treatment (Chinese) as the company operated IVF center in 2018. In

addition, the hospital has also prepared leaflet and developed website in English and Chinese to communicate with foreign customers.

## 2. Parties

Customers are entitled to medical care at a hospital with a party which is responsible for the cost of medical treatment. These customers can be divided into three categories: Corporate insurance contracts, Corporate Parties Customers and counterparties government. The proportion of revenue from customer contracts to revenues from hospital operations of the Company. Increased steadily from 56.38% in 2022, 62.89% in 2023 and 63.43% in 2024 details of the Company's counterparty's clients in each category are as follows:

### 1. The parties' insurers

It is a group of customers who use the service or agencies of the service that has made health insurance, the parties to the insurance company of the hospital. This segment has increased considerably due to the current national focus on health care, more. To protect and prevent the risks that will happen to their future health. The Hospital Assigned to the marketing staff in customer care insurers in particular. To facilitate the insurance agents to send clients into treatment in hospital as well as the promotion of the insurance agent so that you can come to a booth selling insurance as well as a discount on the room. And provide assurance related to the meeting with insurance agents and the officer in charge of the insurance, the coordination between hospital and insurance agent in the customer care group insurance is going well and customer satisfaction. In 2024, revenue proportion from the parties' insurers is 48.18% of all parties. Customers' insurers Parties of the hospital such as AIA Ltd, Bangkok Insurance Public Company Limited (Thailand), Muang Thai Insurance Co.,Ltd. (Thailand) Krung Thai AXA Life Insurance Company Limited, Thai Insurance Co., Ltd. etc. The company offers the timing of payments to this group of customers for 30 days.

### 2. Corporate Parties

It is a private company factory or educational institutions who make the contract for medical services or health services to the hospital for its own employees. The main target group of hospital customers are the companies, factories, hospitals or other agencies in Samut Sakhon province or neighboring area which are convenience to come to the hospitals. There are two large industrial estates in Samut Sakorn province which are Sinsakhon and Samutsakorn Industrial Estate which has a large plant of the Charoen Pokphand Foods (CPF) and Thail Union Group Limited (PCL), which provides all health benefits to their employees, since pre-employment health checks, the annual health check, medical benefit welfare and health insurance to employees. The marketing department of the hospital serves to contact the agency directly to offer the mobile health monitoring services unit. This will provide annual health checks to employees as required by law; employees must receive annual health check once a year. The hospital also expanded its medical services as well as additional health services to employees and executives of such customers. Moreover, the hospital has also organized events to strengthen relationships with customers, counterparties, such as training aid, Safety Week activities Awareness training on health, etc., to create a good relationship between hospital and partner companies. In 2024, the proportion of revenue from customer contracts as 4.66% of the revenue from customer contracts by the Company with the repayment period for 30-day for this group of customers.



### 3. Government Parties

The Hospital also provides medical services to the users of the other projects of the government compensation fund. Ministry of Labour, the artificial kidney dialysis machine to the Social Security Office and the National Health Security Office (NHSO). The project is disbursed directly to the Comptroller of surgical strikes in advance. The Hospital was attended the service of dialysis hemodialysis with the Social Security Office NHSO and the Comptroller because they will be responsible for the cost of dialysis to the hospital which covers the cost of dialysis in the hospital. While providing social security General Hospital will receive money paid by the insurer of insurance. This can sometimes be less than the cost of treating patients in this hospital issued a press release to the media, various government agencies in the neighborhood, such as municipal authorities in Samut Sakhon, agencies, local authorities, etc. to convince the government officers to access to the hospital more and revenue from customer contracts governmental percent 2.97 of revenue from customer contracts in 2024 by the Company are provided the timing of payments to this group of customers are for 60 days.

Revenues from the Company's services in 2022-2024 are as the followings.

| Customer Type                                 | 2022          |               | 2023            |               | 2024            |               |
|---|---------------|---------------|-----------------|---------------|-----------------|---------------|
|   | MB            | %             | MB              | %             | MB              | %             |
| General Customers                             | 421.43        | 43.62         | 382.91          | 37.11         | 383.40          | 36.57         |
| Corporate Contract Customers                  | 544.78        | 56.38         | 648.92          | 62.89         | 665.03          | 63.43         |
| <b>Total Revenue from Hospital Operations</b> | <b>966.20</b> | <b>100.00</b> | <b>1,031.83</b> | <b>100.00</b> | <b>1,048.43</b> | <b>100.00</b> |

\* Separate financial statement

#### 1.2.4 Price Policy

The hospital has a policy to set prices at a level that can compete with private hospitals in neighboring areas. In terms of medical expenses would be appropriate, consistent with the type and symptoms of the disease. It will focus on providing quality and standard of care. For the rooms rate are based on the market price which are in the same area and the facilities in the room.

#### 1.2.5 Industry Overview

##### Overview of the Private Hospital Business

The private hospital business refers to the provision of medical services under private sector management and is an integral part of Thailand's healthcare system, alongside public hospitals. As of 2024, there are a total of 440 private hospitals in Thailand, accounting for approximately 30% of the country's total hospitals. These private hospitals collectively have 41,000 inpatient beds, with as many as 145 hospitals concentrated in Bangkok, providing around 16,000 beds, representing 40% of the national total. Private hospitals can be classified in various ways based on different criteria, such as Number of beds (small, medium, and large hospitals), Type of services (general medical services or specialized care), Target patient groups (Thai patients and international patients), Medical complexity (primary, secondary, and tertiary care). In terms of listed companies, there are 26 private hospital operators registered on the Stock Exchange of Thailand (SET), covering more than 175 hospitals and providing a wide range of comprehensive medical services.



The private hospital industry is considered a stable and low-risk business (defensive business) due to the essential nature of healthcare services. Revenue sources for private hospitals can be categorized into two main segments such as Revenue from Thai patients and Revenue from international patients. Revenue from Thai patients can be further divided into six major payer groups, based on how patients cover their medical expenses: 1. Self-pay patients 2.Private health insurance 3.Social Security Fund (SSF) beneficiaries 4.National Health Security Fund (NHSF) beneficiaries 5.Civil Servant Medical Benefit Scheme (CSMBS) beneficiaries 6.Corporate contract patients. The ability of private hospitals to serve these patient groups depends on their participation in various national healthcare schemes. Factors Influencing Revenue from Thai Patients such as 1.Purchasing power of patients, which impacts their healthcare spending and is linked to Thailand's economic growth and private consumption. 2.Healthcare reimbursement policies, including private health insurance and social security coverage, which significantly influence patient utilization of private hospitals.

Revenue from international patients is divided into two primary groups such as Medical tourists, who travel to Thailand for treatment, including patients from neighboring CLMV countries (Cambodia, Laos, Myanmar, Vietnam), the Middle East, and China and Expatriates residing in Thailand, who may pay out-of-pocket (self-pay) or use international health insurance from private providers or foreign governments. Factors Influencing Revenue from International Patients such as purchasing power of medical tourists and general tourists, which depends on global economic conditions. and Foreign investment attraction policies in Thailand, which impact the number of expatriates seeking medical services in the country.

The cost of medical treatment in private hospitals, including medication and medical supplies, medical service fees, inpatient room charges, and physician fees, fluctuates based on operational costs. These costs include medications, medical supplies and equipment, personnel expenses, administrative expenses, utilities, and capital investment. Some essential treatment costs that have a significant impact on a wide range of patients, such as medication prices, medical service fees, and inpatient room charges, are classified under the controlled goods list by the Department of Internal Trade under the Ministry of Commerce. As a result, any price adjustments must first receive approval from the Department of Internal Trade. Additionally, the private hospital industry is influenced by various external factors, including pandemics, natural disasters, competition in attracting Thai patients between private and public hospitals, as well as global competition among hospitals in attracting medical tourists.

### Hospital Business Outlook

In 2025, Thailand's private hospital sector revenue is projected to grow by 5.6% YoY, reaching an estimated THB 344 billion. This growth is driven by strong expansion in the foreign patient segment and moderate growth in the domestic patient segment, along with support from key healthcare megatrends. The foreign patient segment is expected to grow by 7.6% YoY, following the recovery of medical tourists from Kuwait and Thailand's continued position as a global leader in medical tourism. Additionally, international tourist arrivals to Thailand are expected to grow by 9% YoY, returning to levels close to those seen in 2019. However, this revenue stream may face pressure from the global economic slowdown, which could affect purchasing power, as well as geopolitical uncertainties, particularly in the Middle East—a key market for Thai medical tourism. Meanwhile, revenue from the domestic patient segment is projected to grow by 5.2% YoY, slightly lower than 2024, due to economic headwinds and weakened private consumption, impacting patient



spending on healthcare services. Nevertheless, fixed payments for high-cost treatments under the Social Security Scheme and the continued growth of private health insurance, particularly corporate group insurance, will provide support for domestic patient revenue. Additionally, the shift toward co-payment insurance models in private health insurance policies may have a limited impact on private hospital revenue in 2025. Since co-payment structures only apply to new policies, their effects will not be widely felt until 2026. Moreover, co-payment requirements will initially be limited to inpatient treatment for mild and general illnesses (excluding major surgeries and critical illnesses). Given that severe illnesses remain the primary revenue driver for private hospitals, the overall impact of co-payment models is expected to be minimal. However, co-payment conditions may influence inpatient admissions for general illnesses and alter patient behavior in terms of hospital selection and medical expense awareness, leading to more cautious healthcare spending. Medical treatment costs in 2025 are expected to see a slight increase, continuing the upward trend that began in 2021. Prescription drug prices, in particular, are rising at a faster pace than other healthcare services, as reflected in the consumer price index for healthcare and medical expenses. In addition, radiology service fees and inpatient accommodation costs are expected to continue rising, mainly due to higher operational costs, including medication expenses, medical personnel wages, and hospital technology investments.

Moreover, Mega Trends in Healthcare Are Expected to Continuously Support Thailand's Healthcare Spending and Private Hospital Revenue Growth in Both the Short and Long Term, Including:

1. Thailand's transition into a fully aged society is expected to drive continued growth in demand for healthcare services. In 2024, Thailand officially became an aged society, with over 14% of its population aged 65 and above. The country's median age has also increased to 40 years. In the coming years, the proportion of elderly individuals will continue to rise, further driving demand for healthcare services. By 2029, Thailand's population is expected to decline for the first time, as the number of newborns falls below the number of deaths. This demographic shift will accelerate the aging trend, and by 2033, Thailand is projected to enter the super-aged society stage, with 20% of the population aged 65 and above. The transition into an aged society will not only increase the demand for curative healthcare services but will also emphasize the importance of preventive care and wellness. There will be a growing focus on health-conscious lifestyles, including the consumption of nutritious foods and beverages, regular exercise, health check-ups and genetic testing, vaccinations, and the adoption of anti-aging technologies and innovations to enhance quality of life.

2. The growth of the middle class and increased purchasing power are expected to drive greater demand for healthcare services that offer convenience and efficiency. The proportion of impoverished households in Thailand has steadily declined, from 12% in 2011 to just 4% in 2022. Additionally, the average income of Thailand's upper-middle-class population (classified within the 50th–90th percentile income group) grew at a compound annual growth rate (CAGR) of approximately 3% from 2013 to 2023.

3. The rising prevalence of non-communicable diseases (NCDs), such as cancer, heart disease, and cerebrovascular disease, is another significant trend influencing the healthcare sector. These conditions are largely attributed to lifestyle factors, including unhealthy diets, alcohol consumption, lack of physical activity, and high stress levels. Between 2012 and 2022, the number of deaths caused by the five leading NCDs in Thailand increased at a CAGR of 4%, reaching 170,000 deaths per year, with cerebrovascular disease being a primary contributor.

4. Consumer behavior has increasingly shifted towards health consciousness following the COVID-19 pandemic. According to a 2023 survey by SCB EIC on Thai consumers' perspectives on health and wellness, approximately 80% of consumers across all age groups have placed greater emphasis on their health. This trend has subsequently driven higher spending on medical and wellness services.

5. Medical tourism has also emerged as a key driver of growth in Thailand's healthcare sector. The country ranked among the top five globally in medical tourism revenue in 2023, reflecting its strong appeal to international patients. Thailand's competitive advantage in medical tourism is based on four key strengths: (1) affordable and competitive treatment costs compared to rival destinations, (2) high-quality healthcare facilities that meet international standards, (3) highly skilled medical professionals across various specialties, including doctors, nurses, physiotherapists, and patient support staff, and (4) Thailand's status as a world-renowned travel destination, allowing patients to receive medical care while enjoying leisure and relaxation with their families.

For notable trends in the private hospital industry, three key areas stand out: (1) Health & Wellness, (2) Health Technology (Health Tech), and (3) Environmental, Social, and Governance (ESG). The first trend, Health & Wellness, has gained increasing attention from consumers who are incorporating it into their daily lives to maintain physical and mental health while preventing illnesses. This trend spans various aspects, including nutrition, exercise, aesthetics, preventive medicine, mental health care, and wellness tourism. As a result, holistic healthcare and wellness services provided by medical professionals are becoming increasingly popular, creating opportunities for hospital businesses. The second trend, Health Tech, has been advancing continuously in recent years and can be categorized into two groups. The first includes technologies that enhance treatment precision and effectiveness, such as AI-powered diagnostics, robotic-assisted surgery, and wearable technology for health monitoring. The second group comprises technologies that improve service efficiency and elevate patient experiences, from admission to discharge. These include online medical appointment systems, electronic health records (EHR), robotic nursing assistants, and telemedicine. Additionally, Biotech & Pharma innovations are advancing rapidly and gaining increased interest among healthcare consumers. Lastly, the ESG trend has become a crucial focus across all industries, including the hospital sector, and can be divided into two key areas:

(1) sustainability practices aimed at reducing environmental impact, such as energy efficiency and waste management

(2) The preparation to address the impacts of climate change on public health includes factors such as extreme and sudden weather changes, which can affect the cardiovascular and nervous systems. The decline in both the quantity and quality of food and water may impact the digestive system, immune system, and nervous system. Additionally, the severity of air pollution can affect the respiratory system and cardiovascular system.

Source: SCB Economic Intelligence Center (SCB EIC), Siam Commercial Bank.



### 1.2.6 Competition

The competition within the private hospital industry is expected to intensify due to the sector's strong performance in recent years. Many hospital networks are planning to establish new facilities in Bangkok and provincial areas while expanding inpatient bed capacity in existing hospitals. Key target locations include industrial zones such as the Eastern Economic Corridor (EEC) and major tourist destinations like Phuket and Chiang Mai. As a result, competition is anticipated to increase, exerting pressure on profit margins, particularly for non-chain hospitals and smaller hospital networks, which face higher management costs and limited service capabilities compared to larger networks.

Additionally, numerous hospitals are pursuing similar business strategies, such as developing specialized medical centers, attracting international patients, investing in elderly care services—including geriatric hospitals, elderly care centers, and senior living facilities—and expanding their hospital networks across multiple provinces through mergers and acquisitions. This intensifies competition for new patient segments and specialized healthcare services.

Furthermore, attracting medical tourists to Thailand faces growing competition from international hospital operators that are actively expanding in this segment. Notable competitors include hospitals in Singapore and Malaysia within the ASEAN region, as well as medical hubs in the Middle East, such as Turkey, Qatar, and the United Arab Emirates (UAE).

Three Key Challenges for Private Hospitals in 2025 and Beyond:

1. Changing Consumer Behavior - Patients increasingly expect high-quality medical care at reasonable prices, driving demand for value-based care. Additionally, consumers prioritize convenient and digitally accessible healthcare services, with greater emphasis on preventive healthcare measures such as health check-ups and wellness services.
2. Investment in Health Technology (Health Tech) - Integrating Health Tech is essential for enhancing service capabilities. However, high investment costs, rapid technological advancements, and the requirement for specialized personnel make these investments complex and require careful consideration.
3. Regulatory Changes in Patient Reimbursement - Ongoing policy adjustments in patient reimbursement schemes continue to impact hospital revenues. For instance, in 2023, the Social Security Fund reduced payments for high-cost treatments (RW >2) due to budget constraints. Additionally, private insurance providers have begun shifting new policies toward co-payment models, while the Kuwaiti government has adjusted policies on sending patients abroad for treatment. These factors highlight the necessity for private hospitals to diversify their revenue streams and avoid over-reliance on a single patient segment.

Source: SCB Economic Intelligence Center (SCB EIC), Siam Commercial Bank.



## 1.2.7 Supply of Product and Service

### Recruitment of Medical staff

The hospital has provided medical professionals through multiple channels, whether through the provision of medical directors of the famous hospital which could persuade physicians with the ability and expertise in various fields to join the hospital both part-time and full-time for medical doctor and the hospital has also announced for the recruitment of doctors via [www.thaiclinic.com](http://www.thaiclinic.com) which is a website about the medical person particularly.

For nursing staff, the hospital always gives scholarships and is a source of training to. Faculty of Nurse, Christian University, Bangkok Thonburi University which has a good relationship with the hospital and the nurses sent graduates to join the hospital continuously. Furthermore, the hospital also provides care through, hospital billboard, Provincial Labor Office and educational institutions

In 2024, Ekachai Hospital implemented recruitment promotion strategies through both online channels and job fair participation to effectively reach medical professionals and related fields.

The hospital's online recruitment efforts focused on disseminating job openings through Facebook groups dedicated to healthcare and medical support job seekers, as well as specialized professional job networks. This approach allowed the hospital to connect with qualified candidates actively seeking employment. Additionally, job information was published on the hospital's official website, enabling potential candidates to conveniently access job details, organizational culture, and employee benefits.

Beyond online promotions, Ekachai Hospital also participated in an on-site job fair at Phetchaburi Rajabhat University, providing information about available positions, career growth opportunities, and employee benefits. The job fair aimed to attract soon-to-be graduates and individuals interested in joining the organization. This event allowed applicants to ask questions and receive direct guidance from hospital representatives.

By utilizing both online and on-site recruitment strategies, the hospital aims to increase access to potential candidates while raising awareness about career opportunities at Ekachai Hospital.

As of December 31, 2024; the hospital has medical staff as the following amount:

| Department                | 2023                  |                       | 2024                  |                       |
|---------------------------|-----------------------|-----------------------|-----------------------|-----------------------|
|                           | Full-time<br>(person) | Part-time<br>(person) | Full-time<br>(person) | Part-time<br>(person) |
| 1. Department of Medicine | 30                    | 100                   | 39                    | 129                   |
| 2. Division of Nursing    |                       |                       |                       |                       |
| 2.1 Nurse                 | 125                   | 3                     | 126                   | 9                     |
| 2.2 Nursing Assistant     | 133                   | -                     | 128                   | -                     |
| 2.3 Staff                 | 42                    | -                     | 35                    | -                     |
| 3. Medical Support        |                       |                       |                       |                       |
| 3.1 Pharmacy              | 12                    | 3                     | 10                    | 11                    |
| 3.2 Laboratory            | 13                    | -                     | 13                    | 3                     |
| 3.3 Radiodiagnosis        | 3                     | 1                     | 4                     | 2                     |
| 3.4 Physical Therapy      | 5                     | 4                     | 7                     | 6                     |
| <b>Total</b>              | <b>363</b>            | <b>111</b>            | <b>358</b>            | <b>190</b>            |

### The supply of medicines and medical supplies

Drug use is a significant cost of doing business, hospitals priority will focus on the procurement of medicines and medical supplies. By purchasing with vendors on the roster vendors (Approved Vendor List: AVL), which selected the seller to the roster, the seller will take into account the prices of products and services also are available assessing vendors every year Based on product quality Speed of delivery And after-sales service Where to buy drugs or new drugs must be approved by the Board of Directors and drug substitutes before purchasing it. The Board of Directors of the hospital's Drug and substitutes (Consist of the director of the hospital, Deputy Director, Assistant director, Director of nursing, outpatient and inpatient, Head of laboratory, Head of Diagnostic Radiology, Head of Procurement Warehouse, Supervisor Hospital infection prevention and control, Nurses and Risk Management) is responsible for the policy and practices regarding drug, review and approval of the drug, medical supplies and eliminations and put the rules in question Drug-related most hospital, the procurement of medicines and medical supplies from vendors such famous company, Zuellig Pharma Ltd., DKSH (Thailand) Co., Ltd., etc., without dependence on any single supplier which the Hospital has payment term to the supplier for about 30 days.

For the management of medicines and medical supplies to the hospital's inventory to determine the amount advanced and a minimum of medicines and medical supplies each will consider from Statistical information of the consumption of the service and timing of orders. This helps the hospital to manage medications and supplies in inventory effectively. In addition, the hospital pharmacist is responsible for checking the expiry dates of medicines and medical supplies to be able to change with the seller on time.

### Supply of Equipment and Medical Instruments

Medical devices and high-value equipment such as X-ray computer, detection of bone density, defibrillators must pass a test from the doctor or healthcare provider users and applications from manufacturers to compare at least three companies will consider the qualifications and quality products. After-sales service and the physician or medical personnel use to prepare the report and head of the order authorized to offer the next order. The first order must be considered together, the director of the hospital, deputy director of the hospital, Medical or healthcare users, head of Procurement and the Chief Accountant The preventive maintenance, calibration and storage of medical attention. The Hospital Term of payment to vendors for about 30-60 days, or can be deferred regarding to the negotiations with distributors.



## 1.3 Shareholding Structure of the Company Group

### 1.3.1 Registered capital and paid-in capital

As of January 3, 2025, the Company had registered capital of THB 430,754,902.00 and had paid-up capital of THB 427,798,198.50 divided into 855,596,397 as common stock at par value of THB 0.50

### 1.3.2 Shareholders

As of January 3, 2025, the latest date the shareholder register can be closed, the following is a list of the company's top 10 major shareholders:

| No       | Shareholder Name                      | Number of share    | Percentage    |
|----------|---------------------------------------|--------------------|---------------|
| <b>1</b> | <b>Eur-Areemitr/Oerareemitr Group</b> | <b>150,930,760</b> | <b>17.64%</b> |
|          | Mr.Amnuay Oerareemitr                 | 29,463,250         | 3.44%         |
|          | Mr.Kittipat Oerareemitr               | 27,208,975         | 3.18%         |
|          | Mrs.Kanchana Oerareemitr              | 24,791,600         | 2.90%         |
|          | Mr.Worawut Oerareemitr                | 22,734,664         | 2.66%         |
|          | Ms.Nittha Oerareemitr                 | 22,631,589         | 2.65%         |
|          | Mrs.Orachon Kunapinan                 | 7,400,000          | 0.86%         |
|          | Dr.Amnaj Eur-Areemitr                 | 6,050,024          | 0.71%         |
|          | Mrs.Pichamonch Patanapoonyapirom      | 5,490,307          | 0.64%         |
|          | Ms.Anusara Eur-Areemitr               | 2,753,478          | 0.32%         |
|          | Mr.Saktad Patanapoonyapirom           | 827,548            | 0.10%         |
|          | Ms. Tansinee Kunapinan                | 649,593            | 0.08%         |
|          | Ms.Ananya Patanapoonyapirom           | 355,046            | 0.04%         |
|          | Mr.Chayapat Patanapoonyapirom         | 311,976            | 0.04%         |
|          | Mr.Pisit Patanapoonyapirom            | 262,710            | 0.03%         |
| <b>2</b> | <b>Tangsajjapoj Group</b>             | <b>142,599,166</b> | <b>16.67%</b> |
|          | Mrs.Orasa Tangsajjapoj                | 58,600,000         | 6.85%         |
|          | Mr.Suttipong Tangsajjapoj             | 25,076,010         | 2.93%         |
|          | Ms.Natthaporn Tangsajjapoj            | 16,707,212         | 1.95%         |
|          | Mr.Thawatpong Tangsajjapoj            | 16,700,000         | 1.95%         |
|          | Ms.Monthatip Tangsajjapoj             | 6,075,134          | 0.71%         |
|          | Mr.Monsit Tangsajjapoj                | 5,227,500          | 0.61%         |
|          | Mrs.Anongporn Tangsajjapoj            | 3,649,451          | 0.43%         |
|          | Mrs.Nattawan Tangsajjapoj             | 3,321,656          | 0.39%         |
|          | Mr.Thanarat Tangsajjapoj              | 3,229,983          | 0.38%         |
|          | Ms.Suvimol Tangsajjapoj               | 2,280,667          | 0.27%         |
|          | Mrs.Srisakul Tangsajjapoj             | 1,731,553          | 0.20%         |



| No | Shareholder Name                                   | Number of share | Percentage |
|----|--|-----------------|------------|
| 3  | Kiatnakin Phatra Securities Public Company Limited | 41,836,170      | 4.89%      |
| 4  | Thai NVDR Company Limited                          | 39,942,971      | 4.67%      |
| 5  | Ramkhamhaeng Hospital Public Company Limited       | 37,270,501      | 4.36%      |
| 6  | Popianthong Group                                  | 23,697,488      | 2.77%      |
|    | Mr.Wanlop Popianthong                              | 5,980,297       | 0.70%      |
|    | Ms.Ploypailin Popianthong                          | 5,545,032       | 0.65%      |
|    | Mr.Somchai Popianthong                             | 5,545,032       | 0.65%      |
|    | Mr.Permkiat Popianthong                            | 4,452,382       | 0.52%      |
|    | Mr.Wanchai Popianthong                             | 1,988,745       | 0.23%      |
|    | Mr.Wanchai Popianthong                             | 185,000         | 0.02%      |
|    | Mrs.Tipawan Popianthong                            | 1,000           | 0.00%      |
|    | Ms.Tasanawan Popianthong                           | 5,980,297       | 0.70%      |
| 7  | Lekviriyakul Group                                 | 23,249,284      | 2.72%      |
|    | Ms.Nachcha Lekviriyakul                            | 10,671,349      | 1.25%      |
|    | Mr.Thanakrit Lekviriyakul                          | 10,264,968      | 1.20%      |
|    | Mrs. Thida Lekviriyakul                            | 2,258,335       | 0.26%      |
|    | Mrs. Tanyapat Lekviriyakul                         | 54,632          | 0.01%      |
| 8  | Wanadilok Group                                    | 19,574,658      | 2.29%      |
|    | Mr. Metha Wanadilok                                | 11,932,327      | 1.39%      |
|    | Ms. Paweena Wanadilok                              | 2,772,226       | 0.32%      |
|    | Mr. Pravit Wanadilok                               | 2,600,000       | 0.30%      |
|    | Mrs. Samorn Wanadilok                              | 2,270,105       | 0.27%      |
| 9  | N.C.B.TRUST LIMITED-NORGES BANK 38                 | 17,454,000      | 2.04%      |
| 10 | Mr.Kaweechai Lertassavarat                         | 16,300,856      | 1.91%      |
|    | Other shareholders                                 | 342,740,543     | 40.06%     |
|    | Total  | 855,596,397     | 100.00%    |

### 1.3.3 Issuance of other securities

The Company has convertible securities which are warrants to purchase the Company's newly issued ordinary shares. The Company issued the warrants to purchase the Company's newly issued ordinary shares no. 1 (EKH-W1) (the "Warrants") in the number of not exceeding 149,999,729 units by allocating to the existing shareholders of the Company in proportion to their respective shareholdings free of charge at the ratio of 4 existing shares to 1 unit of Warrant Details of the right to exercise the Warrants are as follows:

In 2022, 10,476,050 units of warrants were exercised.

In 2023, 17,283,983 units of warrants were exercised.

In 2024, 116,856,479 units of warrants were exercised.

A total of 5,383,217 units of warrants remain unexercised.

The details regarding the exercise of warrants are as follows:

|                     |  |
|---------------------|--|
| Date of issuance    | November 15, 2021  |
| Term of Warrants    | 3 years from the date of issuance  |
| Exercise period     | The EKH-W1 Warrants holders will be eligible to exercise their rights to purchase the ordinary shares of the Company for the first time after the Warrants reached its 1st year term ("First Exercise Date"). In the event that the First Exercise Date is not on business day, such Exercise Date shall be postponed to the last business day prior to the date the Warrants reached its 1st year term. From the Second Exercise Date onwards, the EKH-W1 warrant holders will be eligible to exercise their rights to purchase the ordinary shares of the Company on the last business day of May and November of each calendar year until maturity. In the event that the Last Exercise Date is not on business day, such Exercise Date shall be postponed to the last business day prior to the maturity date of the Warrants. |
| First exercise date | The date the Warrants reach its 1st year term, which is on November 14, 2022.  |
| Last exercise date  | November 14, 2024  |
| Exercise ratio      | 1 unit of Warrants has the right to purchase 1.066 ordinary share, (the exercise ratio will change in 2022 ,2023 and 2024). from disbursing dividends on stocks)   |
| Exercise price      | Baht 5.910 per share, (In 2022 ,2023 and 2024 there will be an adjustment to the price for exercising rights) from paying stock dividends)   |

### 1.3.4. Dividend Payment Policy

The Company has dividend payout ratio of at least 40% of net profit of the Company only in which net profit is after deducting corporate tax, legal reserve and other reserves. However, the Company may pay dividend less than mentioned above if necessity i.e. more working capital required, aggressive expansion plan, or else. The board resolution on dividend payment is needed to propose to shareholders' meeting for approval, except interim dividend in which board can go ahead and report to shareholders later.

## 2. Risk Management

### 2.1 Risk Management Policy and Plan

The Company recognizes the importance of risk management as a crucial component of good corporate governance. It firmly believes that effective risk management serves as a strategic tool that facilitates the achievement of organizational objectives and goals while mitigating obstacles and potential impacts on business operations, including profitability, operational efficiency, investor confidence, and stakeholder trust. Consequently, the Board of Directors has appointed the Risk Management and Sustainability Committee to oversee the formulation and evaluation of the company's overall risk management policies and strategies, as well as to ensure compliance with established risk management policies and processes.

Furthermore, based on recommendations from the Risk Management and Sustainability Committee, the Board of Directors has approved and implemented a company-wide risk management policy. This policy mandates that risk management is the responsibility of executives and employees at all levels, requiring them to be aware of and address risks within their respective units and throughout the organization.

### 2.2 Risk Factors Affecting the Company's Business Operations

#### 1. The Competitive and Strategic Risk

Nowadays, the people pay more attention in health; this can make people live longer and needs more medical treatment or medical check-up. Hospitals has been adapted to cater for such needs, for example; public hospitals have been providing health care in the form of additional private such as the private hospitals have been consolidated to achieve economies of scale and expand the service to cover more areas, including the investments in equipment and medical devices, the services improvement and development, publicize of various hospitals to attract more client to use the service. As a result, competitions in the provision of healthcare services of private hospitals are increased.

For areas of Samut Sakhon province and neighboring area of the hospital, there are private hospitals which are focused on providing services to client as well as the Ekachai Hospital. However, each hospital specializes in the different treatment such as Internal Medicine, Cardiopathy, Neurological Surgery and Gastroenterology Surgery and etc. Ekachai Hospital specializes in Obstetrics-Gynecology, Pediatrics and a pediatrician for 24 hours including emergency trauma center that has been trusted by the authorities and rescuers equipped with a hospital foundation has also surveyed the medical services of the hospital adjacent regularly. To ensure that the services fee of the hospital is competitive and provide the marketing activities to promote the client to enhance the image of the hospital continuously such as the events "The Little Crawl", the contest of "The Little Ekachai", provide the First Aid service in the event of agencies and organizations. Awareness and training on health of counterparty customers who also provides a health check, treatment programs Beauty program that covers various needs of client of all ages, This ensure that the hospital able to competitive with other competitor efficiently. Monitoring external situations and events that affect the established strategy to adjust the strategy/vision to the current situation and opportunities. Formulating strategies aimed at ensuring the safety of



service recipients, employees and nearby communities. Good cooperation with the government sector and review of the response. to the needs of service recipients or stakeholders.

## 2. The Risk of a Shortage of Medical Personnel

The most important resource to provide the medical healthcare services are physicians, nurses and pharmacists and etc., especially the medical staff with specialized expertise. Nowadays, there are the competitions intensified in a private hospital thus the demand for healthcare professionals with expertise and knowledge are increased. The persuasion of the medical staff who are specialized and expertise between hospital are occurred and this could be a risk to loss the personnel who has such ability as mentioned.

However, the medical staffs of the hospital are increased all along by the growth of the hospital, in addition, the medical specialty that are a well known physician, skillful and be a full-time doctor of the hospital more than five years. The hospital has paid the remuneration and other appropriate benefits included the agreement of the time of medical check to meet the needs of the physician, this makes the resignation of the doctors are on low rates. The hospital has hired part-time physicians to support the needs of hospital clients which are increased. The hospital is also recruiting more doctors and promotes the physicians in the field of education in specialized subjects at all times in order to keep pace with the advancement of science and medicine.

For nurses, the hospital has supported the scholarship to Faculty of Nurse in many institutions and also cooperated with the nurse training agency. Therefore, the nurse has been joining the hospital continuously and hospital provides a competitive compensation and benefits policies. Making a turnover rate of nurse resignation are considerably low. The average turnover rate of full-time nurse resignation of the hospital was 1.60 percent per month in 2024. Moreover, the Company has also signed a memorandum of cooperation with the College of Nursing to accommodate future expansion.

The Company also organizes the conferences of Medical training in various fields, including sending medical staff to external training seminars to develop capability and keep pace with the advancement of science and medicine and motivate the medical personnel to keep working with the hospital.

## 3. The Risk of Payment for Medical Care

According to the ethics of medical treatment to continue the medical treatment provided to the client prior to charging medical expenses, thus the company risky for not available to collect the expenses from the clients after the treatment.

The Company has hedges to receive medical treatment for all types of customers. For non-emergency services such as the hospital inpatient department will assess the costs for medical treatment in advance. To make customers aware of the budget and to identify the costs incurred for the service on a regular basis every three days or every THB 20,000 expenses and pay gradually amount. In case the customers who use the rights of treatments by the hospital contract, the hospital will check the right for their medical treatment cost. The Company also provides credit customer contracts by considering the financial position of the parties to reduce the risk of unpaid bills and the expenses collection. In addition, the Company has strictly dunning which can be the indicators of collection staff to have more efficient.

#### 4. The Risk of Prosecution

The clients who use the medical service or related person able to prosecute the medical personnel who provide medical care includes the hospital if any error occurs, or resentment to heal. This makes the hospital to face the risk of the prosecution which might affect to the performance of the hospital.

To avoid such risks, the hospital has focus on quality and standards regarding to the correctly process of medical treatment by specialists with experience and advanced equipment and standard to prevent the errors that can occur during the treatment.

In addition, the hospital will also evaluate the quality of services and satisfaction of both outpatient and inpatient. The evaluation box will be opened daily to represent in the executives daily meeting to response to the complaints immediately. Therefore, there is the Committee of Service Development (Service with a Heart) which uses the data to plan and develop the services annually to improve the service and the establishment of Risk Management Committee to conduct surveillance issues and healthcare includes handling complaints of violence at various levels in order to respond quickly and appropriately resolved and summarize the problems report to the executive monthly.

As at December 31, 2024 the Company has no litigation regarding medical services.

#### 5. Risk from changes in government regulations and measures

The Company operates under the supervision of the Ministry of Public Health. As a result, the government has formulated policies related to the use of medical services, such as the UCEP policy that requires people with emergency illnesses to receive medical treatment at the nearest hospital, both public and private, free of charge, or policies that designate medicines and medical supplies as regulated goods, all affecting the operation of private hospitals. The standard requirements of hospitals from the Ministry of Public Health have been in force since June 1, 2022.

However, the Company has strictly complied with the regulations and measures issued by the government. The agency is constantly monitoring changes, especially in the field of public health services. There is a team to follow the standards from the Ministry of Public Health to keep up with the current situation. There is coordination to follow up on news from the provincial health office. Attend regular clarification meetings. There is a check for the various licenses to be renewed regularly. Prepare and promulgate the Personal Data Protection Policy by the Act and in line with the rights of patients in hospitals as it directly affects the Company's business operations.

#### 6. Risk from investment in associated companies

The Company has expanded its business through joint investments with other companies to seize business opportunities and enhance returns. However, the performance of joint ventures may impact the financial results of the parent company, both positively and negatively. Risks associated with such investments include financial instability, management uncertainties, legal restrictions, and economic fluctuations.

To manage and mitigate these risks, the Company appoints representatives to serve on the boards of joint ventures, ensuring active participation in decision-making. Additionally, the Company establishes clear agreements, continuously monitors operational performance, and implements financial risk management

measures. These actions are taken to ensure that joint ventures operate with effective management systems that align with the strategic goals of the Corporate Objectives.

#### 7. Risk from Investment Expansion

The company is expanding its investments in the medical sector to enhance capabilities and meet increasing demand. However, it faces potential risks such as financial burdens, project management uncertainties, and heightened competition. Additionally, rising operational costs and economic volatility may lead more people to seek treatment at public hospitals, while competition from private hospitals, specialized clinics, and other healthcare facilities continues to grow.

To address these challenges, the company employs cost management strategies, including a centralized procurement system and adjustments to treatment package pricing to accommodate various income groups. Marketing strategies are also continuously refined to align with current market conditions. Furthermore, the company maintains strict cost control, monitors project progress, and conducts thorough feasibility studies before making investment decisions. With over 18 years of experience and a team of highly skilled professionals, the company is well-positioned to mitigate risks and sustain its competitive advantage in the long term.

#### 8. Risk from the company's liquidity and subsidiaries

As of December 31, 2024, the Company had no outstanding loan obligations from financial institutions. Business expansions are primarily funded through the Company's operating cash flow, which remains sufficient to support various investment projects, including KOON Aonang Hospital in Krabi, the psychiatric hospital, and the Cardiovascular Center.

The Company adopts a prudent financial policy for investments, conducting thorough analysis and evaluating projects with potential. Each investment undergoes review by the Executive Committee, the Risk and Sustainability Management Committee, and the Board of Directors, with regular assessments of project returns. Additionally, the Company prepares internal cash flow forecasts as a management tool for estimating liquidity, ensuring financial stability for both the Company and its subsidiaries. These forecasts are presented to the Executive Committee on a monthly basis to support effective financial planning and decision-making.

#### 9. Risk from Information technology

The rapid evolution of the business and technological landscape has led to the integration of innovation and new technologies to enhance efficiency and improve services for customers in various forms. However, this advancement also increases the risk of cyber threats, data breaches, and cyberattacks, which are becoming more sophisticated, widespread, and rapidly evolving.

To address these challenges, the Company has implemented robust security measures and is well-prepared for changes across different dimensions. Strict data access controls have been established based on confidentiality levels, along with comprehensive internal and external cybersecurity protection mechanisms. Additionally, proactive strategies are in place to mitigate potential cyber threats, ensuring the security of the Company, its service recipients, and stakeholders. These measures aim to minimize risks and reduce the impact in the event of a security breach.

#### 10. Risk from dependence on foreign customers

The EKI-IVF Fertility Center, operated under Ekachai International Co., Ltd., derives 90% of its revenue from Chinese clients. If the Chinese government imposes travel or foreign spending restrictions, it could lead to a decline in customer numbers. Additionally, an economic slowdown may prompt Chinese clients to seek IVF services in lower-cost countries or postpone their treatment plans.

To mitigate these uncertainties, the Company has adapted its strategy by maintaining close collaboration with Chinese agencies to monitor regulatory changes related to fertility treatments. Moreover, the Company is expanding its market reach to other countries, such as Vietnam and India, to diversify risks and create new business opportunities.

#### 11. Risks to patient data security and privacy as defined by the Personal Data Protection Act of 2019 (PDPA)

Because the company operate the hospital business which provides information in providing health services. Both personal and health information treatment data, which is a large amount of sensitive data, require the Company to maintain such information systematically and strictly, including preventing data theft which tends to increase.

The Company has implemented the following measures:

- Formulate information security management policies by preparing operational guidelines manuals. Operate including preventive measures and prepare personal data protection policies by the law. Personal Data Protection Act B.E. 2562 (2019)
- Appoint a Data Protection Officer to provide advice and audit. Process patient data according to the company's policy.
- Determine the right to access, use and retention of patient information in hospitals.
- Disseminate knowledge and provide training to employees and healthcare professionals to realize the importance of personal information and Patient information.

#### 12. Environmental/Community Risks

Ekachai Hospital prioritizes environmental and community management to ensure efficient operations while minimizing social and environmental impacts. Key risks include the management of medical waste, which must comply with public health standards; water pollution from medical wastewater that requires treatment before discharge into drainage systems; energy and natural resource consumption, which must be efficiently managed to control greenhouse gas emissions; and maintaining strong community relations to mitigate any negative impacts from hospital activities.

To mitigate these risks, Ekachai Hospital has implemented strict environmental measures, including the management of infectious waste and hazardous materials in accordance with international standards, the installation of high-efficiency wastewater treatment systems, and the adoption of energy conservation strategies to reduce environmental impact. The hospital has also developed emergency response plans for natural disasters caused by climate change and closely monitors activities that contribute to greenhouse gas emissions. Furthermore, the hospital actively engages with local communities through public health and environmental initiatives, fostering positive relationships and promoting sustainable development.

### 13. Environmental Risk in Samut Sakhon Province

Samut Sakhon Province faces environmental challenges, including air and water pollution, which may negatively impact public health, leading to an increased risk of respiratory and dermatological diseases. Consequently, hospitals must be prepared to handle a higher number of patients. Additionally, changes in consumer behavior, such as the increasing adoption of Telemedicine services, may reduce the number of in-person visits to the hospital. Furthermore, public confidence in healthcare institutions may be affected by negative incidents, including unfavorable reports about hospital services circulating in the media.

To mitigate these risks, the company has implemented proactive measures by collaborating with government agencies and local organizations to address pollution issues and promote public health. The company is also focused on expanding its digital healthcare services, such as Telemedicine and Mobile Health Services, to meet evolving patient needs. Additionally, the company is committed to corporate social responsibility (CSR) initiatives and transparent public relations efforts to build trust and reinforce public confidence in the hospital.

### 16. Reporting Risk

The company is required to accurately and comprehensively report financial, operational, and medical information in compliance with legal and regulatory requirements. However, there are potential risks associated with data recording errors, delays in reporting, and non-compliance with established standards, which could impact the organization's credibility.

To mitigate these risks, the company has implemented stringent data quality control measures, including the use of standardized information systems, thorough data verification before submission, and employee training programs to ensure a proper understanding of reporting processes. Additionally, continuous monitoring and improvement of reporting systems are conducted to ensure that all information is accurate, timely, and compliant with regulatory requirements.

### 3. Driving business for sustainability<sup>1</sup>

#### 3.1 Policy and Sustainability Management Goals

Ekachai Medical Care Public Company Limited (the “Company”) is a medical service organization committed to providing high-quality healthcare with a patient-centered approach. The Company aims to become an internationally accredited hospital by offering comprehensive healthcare services through a team of specialized medical professionals, advanced technology, and standardized treatment protocols.

The Company places great importance on sustainability across all dimensions to ensure stable growth and adaptability to economic, social, and environmental changes. Its operations are guided by three core dimensions:

##### Economic and Governance Dimension

The company conducts business with ethics, transparency, and adherence to international standards while actively combating fraud and corruption. Additionally, it focuses on sustainable value chain management, cybersecurity, and the protection of personal data for both patients and staff.

##### Environmental Dimension

The company is committed to minimizing environmental impact by efficiently utilizing resources and managing risks associated with climate change.

##### Social Dimension

The company is dedicated to providing accessible healthcare services for all while ensuring patient and staff safety. It promotes equality, respects human rights, and fosters human resource development to maximize potential. Furthermore, the company aligns its operations with the United Nations Sustainable Development Goals (SDGs) and international sustainability guidelines to achieve long-term growth and create lasting value for society.

In 2024, the company has outlined its sustainability development policies as follow

##### Business Code of Conduct

The company is committed to conducting business with ethics, good governance, and transparency while recognizing its responsibility to all stakeholders, including society and the environment. The company has established a Business Ethics Policy as a guideline for directors, executives, and employees at all levels to follow strictly.

<sup>1</sup> Details on the business sustainability initiatives can be found in the **2024 Sustainability Development Report**.

### Sustainability Development Policy

The company is committed to conducting its business in accordance with good governance principles, aiming to provide effective, modern, and ethical medical services. The company adheres to international standards and sustainable development practices, with a strong focus on corporate governance, stakeholder engagement, business efficiency, environmental stewardship, and the enhancement of the quality of life for employees and the community. EKH is dedicated to achieving sustainable growth based on transparency, accountability, and social and environmental responsibility.

### Supply Chain Management Policy

The company focuses on creating value within a sustainable supply chain by selecting partners who demonstrate the ability to conduct business with ethical principles and responsible management. The company promotes sustainable growth in the areas of social responsibility, environmental stewardship, and corporate governance. Furthermore, continuously assesses risks and develops risk assessment tools tailored to the specific business context of each partner.

### Supplier Code of Conduct

The company is committed to conducting its business under the principles of ethics and good governance, with a strong emphasis on social responsibility and environmental stewardship in line with sustainable practices. The company recognizes the importance of communicating these principles to its suppliers through the establishment of a Supplier Code of Conduct, which serves as a tool for promoting sustainability within the supply chain. Expects its suppliers to conduct business with transparency, fairness, respect for human rights, and environmental responsibility. The company will continuously monitor compliance with the code to help create a stable, ethical, and value-driven supply chain that benefits both society and the environment.

### 3.2 Stakeholders of the Company

The company has analyzed its 8 stakeholder groups: shareholders/investors, hospital personnel, customers/clients, suppliers, communities and society, government agencies, regulatory bodies, and business partners. The analysis focused on the interest and influence of each group on the company's operations.

The three most critical stakeholder groups identified are hospital personnel, customers/clients, and regulatory bodies. To effectively meet the needs and expectations of these groups, established communication channels and set engagement frequencies for continuous dialogue and response.

| Stakeholders               | Communication/<br>Channel  | Needs and Expectations  | Response to<br>Stakeholders  |
|----------------------------|--|---|--|
| Shareholders/<br>Investors | <ul style="list-style-type: none"> <li>Annual General Meeting (AGM) for shareholders</li> <li>Quarterly performance announcements</li> <li>Information disclosure via the Stock Exchange of</li> </ul> | <ul style="list-style-type: none"> <li>Transparent and timely disclosure of information</li> <li>Consistent business performance and growth</li> <li>Good corporate governance and</li> </ul> | <ul style="list-style-type: none"> <li>Sustainable and profitable business growth under good governance principles</li> <li>Timely and complete information disclosure to</li> </ul> |

| Stakeholders | Communication/<br>Channel   | Needs and Expectations  | Response to<br>Stakeholders   |
|--------------|---|---|---|
|              | Thailand (SET), company website, telephone, email, and the 56-1 One Report <ul style="list-style-type: none"> <li>Quarterly Analyst Meetings with webcast publication on the company's website</li> <li>Participation in the SET's Opportunity Day every quarter</li> <li>Company visits for investors as appropriate</li> <li>Encouraging shareholders to stay updated through the company's social media platforms</li> </ul> | transparent management <ul style="list-style-type: none"> <li>Fair and appropriate dividend payments</li> <li>Equal treatment of shareholders while safeguarding their rights and interests</li> <li>Expansion of products and revenue streams in response to shareholder feedback</li> <li>Proper maintenance of facilities, engineering equipment, and medical devices in compliance with government and engineering standards</li> <li>Increased profitability through cost optimization in procurement of goods and services</li> <li>Recognition for ethical business practices and credibility among external stakeholders</li> </ul> | the Stock Exchange of Thailand (SET) <ul style="list-style-type: none"> <li>Strong financial performance with effective risk management, transparency, fairness, and accountability</li> <li>Listen to opinions and suggestions from shareholders or investors.</li> <li>Operation under good corporate governance</li> <li>Inspection of buildings and premises in accordance with the Building Control Act and the Environmental Act</li> <li>Maintenance of machinery and equipment in accordance with engineering standards</li> <li>Maintenance and calibration of medical equipment according to medical engineering standards</li> <li>Take the received suggestions that are useful for business operations to be considered by the management and the board of directors again.</li> <li>Vendor selection process</li> </ul> |

| Stakeholders     | Communication/<br>Channel  | Needs and Expectations  | Response to<br>Stakeholders  |
|------------------|--|---|--|
|                  |  |   | prior to delivery to ensure the best performance of products. There is a transparent and fair procurement process.   |
| <b>Employees</b> | <ul style="list-style-type: none"> <li>Organizational communication through various channels such as bulletin boards, communication by supervisors, Intranet Line groups, emails, comment boxes, monthly staff meetings, monthly central department meetings, complaint letters, etc.</li> <li>Conducting monthly satisfaction surveys of coworkers, keeping the information of the informants confidential.</li> <li>Sending circulars to relevant departments, holding meetings of relevant department</li> <li>Monthly medical staff meetings via the doctors' Line group.</li> <li>Orientation for new employees</li> <li>Organizing seminars and training that are consistent with the work and enhance specific work skills for employees, such as training on the use of</li> </ul> | <ul style="list-style-type: none"> <li>Workplace safety</li> <li>Work-life balance</li> <li>Career growth opportunities</li> <li>Skill and knowledge development</li> <li>Employee engagement and bonding activities</li> <li>Equal treatment for all employees</li> <li>Medical equipment is efficient, stable, and certified with international standards.</li> <li>Clean, convenient, and fully functional facilities and utilities</li> <li>Improved welfare and compensation</li> <li>Employee safety through the use of effective medical equipment</li> <li>Access to innovations and modern technologies</li> </ul> | <ul style="list-style-type: none"> <li>Surveying work areas for staff to improve working conditions and conducting annual health check-ups tailored to the nature of their roles.</li> <li>Risk assessment and development of action plans to mitigate risks and enhance safety.</li> <li>Annual adjustments to compensation and benefits are based on company performance and employee evaluation results.</li> <li>Setting appropriate working hours and durations, with increased flexibility by allowing employees to choose their days off.</li> <li>Professional and assistant development schedule with monthly on the job testing and training.</li> <li>Organize various activities such as monthly merit-making, sports day, New Year merit-making activities, New Year's</li> </ul> |



| Stakeholders                  | Communication/<br>Channel   | Needs and Expectations  | Response to<br>Stakeholders   |
|-------------------------------|---|---|---|
|                               | medical equipment, energy saving, fire extinguishing and evacuation drills, etc.  |   | <p>party, employee birthday celebration activities to create employee bonding and participation.</p> <ul style="list-style-type: none"> <li>• Prepare annual maintenance plans for tools, equipment and buildings.</li> <li>• Annual maintenance and calibration of medical equipment</li> <li>• Monthly inspection of buildings and premises by the Environmental and Safety Committee (ECC).</li> <li>• Provide cutting-edge innovation and modern technology.</li> </ul> |
| <b>Customer/<br/>Patients</b> | <ul style="list-style-type: none"> <li>• Relationship building and communication activities via website, phone, email, Facebook, Line on a daily basis</li> <li>• Listening to opinions, suggestions and complaints 24 hours a day</li> <li>• Evaluate service recipients' satisfaction from questionnaires on all channels on a daily basis.</li> <li>• Submit suggestions to the meeting every day (Morning brief) to find solutions together.</li> <li>• Respond to service</li> </ul> | <ul style="list-style-type: none"> <li>• Safe in treatment, recovered from the disease, no complications from the medical treatment process</li> <li>• Environmental safety in the hospital</li> <li>• Utility systems are ready for use</li> <li>• The building is clean and hygienic.</li> <li>• The medical equipment is modern and precise.</li> <li>• The service recipients receive treatment according to professional standards.</li> </ul> | <ul style="list-style-type: none"> <li>• Establish, develop and maintain a healthcare service system that meets professional and international standards, is acceptable to those involved and takes into account patient rights.</li> <li>• Prepare and maintain the readiness of equipment and facilities.</li> <li>• Create a safe environment in the hospital area and surrounding areas.</li> <li>• Give service recipients the opportunity to</li> </ul>               |

| Stakeholders    | Communication/<br>Channel   | Needs and Expectations   | Response to<br>Stakeholders   |
|-----------------|---|--|---|
|                 | recipients within an appropriate time frame on all channels.  | <ul style="list-style-type: none"> <li>The service recipients receive care from specialists.</li> <li>Service recipients receive care under the protection of patient rights, such as receiving appropriate treatment at a fair price, receiving good medicine according to the diagnosis, etc.</li> </ul>   | <p>participate in decision-making regarding treatment options and to choose or change the doctor for treatment.</p> <ul style="list-style-type: none"> <li>Survey service recipients' satisfaction by expressing their opinions through various channels specified by the hospital, such as opinion surveys, emails, Facebook, etc.</li> <li>Make phone calls to follow up on treatment results of service recipients.</li> <li>Use the suggestions from service recipients to develop the service system, which is in line with the service provider-centered approach.</li> </ul> |
| <b>Partners</b> | <ul style="list-style-type: none"> <li>Evaluate the performance of suppliers on a monthly and annual basis.</li> <li>Maintain regular communication through email and phone.</li> <li>Participate in trade shows and exhibitions regularly.</li> <li>Hold meetings with partners/contractors to discuss detailed information about products or services on a case-by-case basis.</li> </ul> | <ul style="list-style-type: none"> <li>Transparent and responsible operations</li> <li>Can do business together and be a good partner in the long term</li> <li>Get a reliable partner that can be used as a reference</li> <li>Receive payment for products/services according to the specified conditions</li> <li>Receive suggestions from the hospital to improve operations, products and services</li> </ul> | <ul style="list-style-type: none"> <li>Find ethical and ethical companies in business practices</li> <li>Create partnerships to combat corruption</li> <li>Vendor selection process before deciding to purchase products or services to ensure the best performance</li> <li>Have a transparent and fair procurement process</li> <li>Procurement is carried out following the correct process</li> </ul>   |

| Stakeholders                 | Communication/<br>Channel   | Needs and Expectations  | Response to<br>Stakeholders   |
|------------------------------|---|---|---|
|                              |   | <ul style="list-style-type: none"> <li>Receive trust from the hospital, such as being able to request a credit period, extend the credit period, etc.</li> </ul>  |   |
| <b>Community and Society</b> | <ul style="list-style-type: none"> <li>Organize/participate in social and community projects when there is an opportunity continuously</li> <li>Receive complaints through various communication channels, such as the 1715 hotline, the company website, and Facebook and Line Official 24 hours a day.</li> </ul>   | <ul style="list-style-type: none"> <li>Build credibility with residents and confidence that the hospital's business operations will not affect stakeholders.</li> <li>Receive sufficient and timely information about the company's operations or projects.</li> </ul>  | <ul style="list-style-type: none"> <li>Create a hospital Facebook page to provide knowledge and up-to-date news via social media</li> <li>Support the use of clean energy</li> <li>Promote and campaign for the efficient and economical use of energy.</li> <li>Environmental management following the law, such as monthly wastewater quality inspections and proper management of infectious waste.</li> </ul> |
| <b>Government</b>            | <ul style="list-style-type: none"> <li>Meet and participate in listening and presenting opinions and suggestions on various government regulations and practices as appropriate.</li> <li>Regularly coordinate with the government to facilitate service recipients, such as birth notification in the case of childbirth and death notification in the case of death.</li> </ul> | <ul style="list-style-type: none"> <li>The organization operates in accordance with various regulations and laws related to business operations.</li> <li>Requesting permission to provide services in accordance with the law or regulations.</li> <li>Renewing licenses and paying fees on time.</li> </ul> | <ul style="list-style-type: none"> <li>Promote all agencies to comply with legal regulations</li> <li>Control, supervise, and monitor all agencies to comply with standards, regulations, and related laws</li> </ul>   |

| Stakeholders                 | Communication/<br>Channel   | Needs and Expectations   | Response to<br>Stakeholders   |
|------------------------------|---|--|---|
| <b>Regulatory<br/>Bodies</b> | <ul style="list-style-type: none"> <li>Reporting, disclosure of information such as Form 56-1 One Report, information, reporting, quarterly financial statements</li> <li>Participating in seminars and listening to opinions to exchange opinions to know and connect the expectations of stakeholders on related issues as appropriate</li> <li>Participate in training and develop professional knowledge continuously</li> <li>Report information about professional personnel to the Ministry of Public Health according to changes in the number of personnel regularly</li> <li>Annual hospital standard certification assessment by external agencies.</li> </ul> | <ul style="list-style-type: none"> <li>Fair and transparent business practices</li> <li>The organization operates in accordance with government regulations and laws</li> <li>The profession can continue to work under the requirements of the professional council</li> <li>The organization is reliable and operates according to the specified standards.</li> <li>The organization has received certificates from various agencies, such as a license to operate a hospital (Sor Por 7), a license to operate a hospital (Sor Por 19) from the public health unit, and a certificate for using narcotic drugs, using radiation, etc.</li> </ul> | <ul style="list-style-type: none"> <li>Listen to opinions and suggestions on various regulations and practices.</li> <li>Establish and comply with anti-corruption policies.</li> <li>Comply with the principles of good corporate governance.</li> <li>Conduct continuous professional personnel training plans to enhance professional competence.</li> <li>Respond to annual assessment results from relevant agencies to continuously develop and improve services and operations.</li> </ul> |
| <b>Business<br/>partners</b> | <ul style="list-style-type: none"> <li>Entering into contracts as appropriate</li> <li>Utilizing online platforms such as Line Group to strengthen relationships with business partners and provide updates whenever there are new products and services.</li> <li>Coordinate joint training projects as appropriate.</li> <li>Hold briefing meetings on</li> </ul>   | <ul style="list-style-type: none"> <li>Return on investment.</li> <li>Conducting business with honesty, integrity, and transparency.</li> <li>Gaining trust in services.</li> <li>Increasing service users and revenue through joint activities with the hospital.</li> <li>Expanding the number of representatives.</li> <li>Ensuring a continuous supply of products and</li> </ul>  | <ul style="list-style-type: none"> <li>Select capable and ethical business partners</li> <li>Establish good relationships</li> <li>Comply with commercial terms or contractual agreements</li> <li>Establish communication channels between partners and hospitals</li> <li>Respond promptly and comprehensively to the</li> </ul>  |

| Stakeholders | Communication/<br>Channel  | Needs and Expectations  | Response to<br>Stakeholders  |
|--------------|--|---|--|
|              | the implementation of academic training programs for credit accumulation. <ul style="list-style-type: none"> <li>Organize joint academic seminars with business partners twice a year.</li> <li>Conduct summary meetings and report seminar outcomes.</li> </ul> | services to prevent business disruptions. <ul style="list-style-type: none"> <li>Reduced the cost of purchasing goods from joint negotiations with hospitals</li> <li>Hospital referrals and referrals</li> <li>The seminar achieved the specified objectives.</li> </ul> | needs of agents <ul style="list-style-type: none"> <li>Participated in drug auctions with private hospital chains</li> <li>Prepared a Memorandum of Understanding (MOU) for public utility services such as tap water, fuel, etc.</li> </ul> |

### 3.3 Sustainability Operations

The Company has used the material issues that have been ranked and certified to develop a plan for operating sustainability for the entire organization and report the results in the Company's sustainability report.

From the process of analyzing the material issues on sustainability in 2024, the Company has identified and prioritized a total of 12 material issues on sustainability, including entering the material issues that have been ranked into the certification process by the Company's Board of Directors and executives to drive the Company's operations to grow steadily and sustainably. The importance of the material issues on sustainability are as follows:

|    | Material Topic  | Level of Impact |
|----|---|-----------------|
| E1 | Environmental management                                    | Medium          |
| E2 | Climate change management                                   | Low             |
| E3 | Effective resource management                               | Low             |
| S1 | Occupational Health, Safety, and Working Environment        | Medium          |
| S2 | Human Resource Management and Development                   | Medium          |
| S3 | Access to Healthcare Services                               | High            |
| S4 | Community Engagement  | Low             |
| S5 | Respect for Human Rights                                    | Low             |
| G1 | Business Governance and Ethical Conduct                     | High            |
| G2 | Quality Management, Medical Standards, and Service Delivery | High            |
| G3 | Sustainable Supply Chain Management                         | Low             |
| G4 | Cybersecurity and Protection of Personal Data               | High            |

### 3.4 Key Sustainability Performance Results

The Company places importance on sustainability operations, taking into account the impact on the environment, society and governance (ESG) principles to create stability and sustainable growth. The significant operating results are as follows:

| Corporate Governance and Economics   |  |  |
|--|--|--|
| The performance in 2024 received a Corporate Governance Rating of more than 74 points, compared to the target of 2024, which received a Corporate Governance Rating of 70 points.                                  | Performance in 2024, 83 percent of executives and employees received training on business ethics. Compared to the 2024 target, 80 percent of executives and employees received training on business ethics.  | The performance in 2024 was certified with AACI and ISO 9001:2015 international standards with scores of 88.59% and 96.82% respectively. Compared to the 2024 target, more than 80 percent were certified with AACI and ISO 9001:2015 international standards. |
| Performance in 2024, service recipient satisfaction score 4.7 out of 5 Compared to the target in 2024, service recipient satisfaction score is greater than or equal to 4.7 out of 5.                              | Performance in 2024 Cybersecurity training and personal data usage for 100% of employees Cyberattack and personal data leakage incidents 0 cases Compared to the target in 2024 Cybersecurity training and personal data usage for 100% of employees Cyberattack and personal data leakage incidents 0 cases | Performance in 2024 the number of new vendors who are partners increased by 39 /year. Compared to the target in 2024, the number of new vendors who are partners increased by 30 /years.   |
| Environmental  |  |  |
| Performance results in 2024 Environmental complaints affecting the community, surrounding society are 0 Compared to the target in 2024 Environmental complaints affecting the community, surrounding society are 0 | Performance results in 2024 Wastewater quality test results are in accordance with the law. Compared to the 2024 target, wastewater quality test results are in accordance with the law.   | Performance results in 2024 Participated in 1 activity to support the reduction and absorption of greenhouse gases. Compared to the target in 2024, participated in 1 activity to support the reduction and absorption of greenhouse gases.                    |

| Social   |  |  |
|--|--|--|
| Performance in 2024, the occupational fatality rate of employees and contractors is 0 Compared to the target of 2024, the occupational fatality rate of employees and contractors is 0 | Performance in 2024 Number of employees who participated in the employee satisfaction assessment 80 percent of all employees Compared to the target of 2024 Number of employees who participated in the employee satisfaction assessment 80 percent of all employees   | Performance in 2024 The proportion of referral patients exceeding capacity in 2024 was 0.08% of the total number of inpatients. Compared to the target in 2024, the proportion of referral patients exceeding capacity was less than 0.2% of the total number of inpatients. |
| Performance results in 2024 the number of accidents due to operations is 0 compared to the target in 2024, the number of accidents due to operations of employees and contractors is 0 | Performance results in 2024: Percentage of personnel with disabilities accepted according to the criteria for social and human development in the proportion of 1:100 people compared to the target of 2024: Percentage of personnel with disabilities accepted according to the criteria for social and human development in the proportion of 1:100 people | Performance in 2024 Number of complaints regarding violations of rights, equality, and discrimination less than 0 times per year compared to the target 2024 Number of complaints regarding violations of rights, equality, and discrimination less than 1 time per year     |



## 4. Management Discussion and Analysis

### 4.1 Analysis of Operating Results

Ekachai Medical Care Public Company Limited is committed to delivering high-quality medical services with a patient-centered approach, striving to become a leading international hospital. The company enhances service efficiency through a team of specialized medical professionals and the integration of advanced technology to improve patient care.

Furthermore, the company is dedicated to responsible business practices, consistently considering its social and environmental impact. It integrates Environmental, Social, and Governance (ESG) principles into its operations to foster trust among service recipients and support the company's long-term sustainable growth.

For the overall performance of the company and its subsidiaries in 2024, the summary is as follows:

#### Revenue

The total revenue of the company and its subsidiaries for the years 2022 to 2024 amounted to THB 1,491.34 million, THB 1,258.20 million, and THB 1,329.23 million, respectively, representing a growth rate of -15.63% and 5.65%, respectively. In 2022, the company recorded other income from gains on equity instruments measured at fair value in The Klinique Medical Clinic Public Company Limited (KLINIQ) amounting to THB 410.72 million. In 2023, such income from KLINIQ was THB 19.50 million, and in 2024, there was no such income. However, revenue growth was driven by increased revenue from hospital operations, including Ekachai Hospital, EKI-IVF Fertility Center, and KOON Hospital.

The company's revenue is divided into hospital operations revenue and other income. During 2022–2024, the proportion of hospital operations revenue to total revenue was 70.31%, 96.06%, and 98.32%, respectively, with a growth rate of 15.27% and 8.13%. Meanwhile, the proportion of other income to total revenue was 29.69%, 3.94%, and 1.68%, respectively.

| Revenue type  | 2022 <sup>1)</sup> |                | 2023 <sup>1)</sup> |                | 2024 <sup>1)</sup> |                |
|---|--------------------|----------------|--------------------|----------------|--------------------|----------------|
|   | Million Baht       | %              | Million Baht       | %              | Million Baht       | %              |
| Revenue from hospital operations                    | 1,048.51           | 70.31%         | 1,208.61           | 96.06%         | 1,306.89           | 98.32%         |
| Others Revenue <sup>2)</sup>                        | 32.11              | 2.15%          | 30.09              | 2.39%          | 22.34              | 1.68%          |
| Others Revenue (Investment in KLINIQ) <sup>2)</sup> | 410.72             | 27.54%         | 19.50              | 1.55%          | -                  | -              |
| <b>Total Revenue</b>                                | <b>1,491.34</b>    | <b>100.00%</b> | <b>1,258.20</b>    | <b>100.00%</b> | <b>1,329.23</b>    | <b>100.00%</b> |
| <b>Total Revenue (excluding KLINIQ)</b>             | <b>1,080.62</b>    |                | <b>1,238.70</b>    |                | <b>1,329.23</b>    |                |

Note <sup>1)</sup> Consolidated

<sup>2)</sup> Other income includes invest income, rental income, interest income and profit from property sales.

- In 2022, there was other income from gains from equity instruments (KLINIQ) measured at fair value in the amount of THB 410.72 million.

- In 2023, there was other income from profits from equity instruments (KLINIQ) measured at fair value of THB 19.50 million.

### Revenue from hospital operations

Revenue from hospital operations of the Company can be divided according to the type of patient revenue from outpatient (OPD) and income from inpatient (IPD) as follows.

| Revenue type                               | 2022 <sup>1)</sup> |                | 2023 <sup>1)</sup> |                | 2024 <sup>1)</sup> |                |
|--|--------------------|----------------|--------------------|----------------|--------------------|----------------|
|  | Million Baht       | %              | Million Baht       | %              | Million Baht       | %              |
| <b>1. Revenue from hospital operations</b> | <b>1,048.51</b>    | <b>70.31%</b>  | <b>1,208.61</b>    | <b>96.06%</b>  | <b>1,306.87</b>    | <b>98.32%</b>  |
| <u><b>Outpatient Revenue (OPD)</b></u>     | <b>508.29</b>      | <b>34.08%</b>  | <b>571.13</b>      | <b>45.39%</b>  | <b>621.25</b>      | <b>46.74%</b>  |
| - general customers                        | 329.03             | 22.06%         | 232.79             | 18.50%         | 236.45             | 17.79%         |
| - counterparty customers                   | 179.26             | 12.02%         | 338.34             | 26.89%         | 384.80             | 28.95%         |
| <u><b>Inpatient Revenue (IPD)</b></u>      | <b>540.22</b>      | <b>36.22%</b>  | <b>637.48</b>      | <b>50.67%</b>  | <b>685.64</b>      | <b>51.58%</b>  |
| - general customers                        | 174.7              | 11.71%         | 206.68             | 16.43%         | 243.27             | 18.30%         |
| - counterparty customers                   | 365.52             | 24.51%         | 430.8              | 34.24%         | 442.37             | 33.28%         |
| <b>2. Others Revenue<sup>2)</sup></b>      | <b>442.83</b>      | <b>29.69%</b>  | <b>49.59</b>       | <b>3.94%</b>   | <b>22.34</b>       | <b>1.68%</b>   |
| <b>Total Revenue</b>                       | <b>1,491.34</b>    | <b>100.00%</b> | <b>1,258.20</b>    | <b>100.00%</b> | <b>1,329.23</b>    | <b>100.00%</b> |

Note <sup>1)</sup> Consolidated

<sup>2)</sup> Other income includes invest income, rental income, interest income and profit from property sales.

- In 2022, there was other income from gains from equity instruments (KLINIQ) measured at fair value in the amount of THB 410.72 million.
- In 2023, there was other income from profits from equity instruments (KLINIQ) measured at fair value of THB 19.50 million.

In 2022-2024, the Company reported revenue from hospital operations amounted to THB 1,048.51 million, THB 1,208.61 million, and THB 1,306.89 million, respectively. This represented 70.31%, 96.06%, and 98.32% of total revenue for each respective year, with a growth rate of 15.27% and 8.13%. The breakdown of hospital operations revenue is as follows:

- Outpatient revenue: THB 508.02 million, THB 571.13 million, and THB 621.25 million, respectively, with a growth rate of 12.36% and 8.78%.
- Inpatient revenue: THB 540.22 million, THB 637.48 million, and THB 685.64 million, respectively, with a growth rate of 18.00% and 7.55%.

### Other revenue

In 2022-2024, the Company reported other income amounted to THB 442.83 million, THB 49.59 million, and THB 22.34 million, respectively. This represented 29.69%, 3.94%, and 1.68% of total revenue for each respective year. The company's other income primarily consists of investment income, rental income, interest income, and gains from asset sales.

### Costs and expenses

The key expenses of the Group comprise hospital operation costs, administrative expenses, and financial expenses. From 2022 to 2024, the total costs and expenses amounted to THB 807.95 million, THB 894.77 million, and THB 1,001.84 million, respectively. The breakdown is as follows:

(Million baht)

| Costs and expenses              | 2021          | 2022          | 2024            |
|---------------------------------|---------------|---------------|-----------------|
| Cost of hospital operations     | 609.00        | 669.22        | 718.76          |
| Administrative expenses         | 197.33        | 223.90        | 281.17          |
| Financial expenses              | 1.62          | 1.65          | 1.91            |
| <b>Total costs and expenses</b> | <b>807.95</b> | <b>894.77</b> | <b>1,001.84</b> |
| <b>Gross Profit</b>             | <b>439.51</b> | <b>539.39</b> | <b>588.13</b>   |
| <b>Gross Profit Margin (%)</b>  | <b>41.92%</b> | <b>44.63%</b> | <b>45.00%</b>   |

#### Cost of hospital operations

In 2022 to 2024, the Group has hospital operating costs of THB 609.00 million, THB 669.22 million, and THB 718.76 million, respectively or 58.08%, 55.37%, and 55.00% of the revenue from the hospital. The majority components of hospital operating costs include physician fees, salaries of medical personnel and nurses, costs of medicines and medical supplies, and depreciation expenses.

#### Administrative expenses

In 2022 to 2024, the Company's administrative expenses of THB 197.33 million, THB 223.90 million and THB 281.17 million, respectively, representing 13.23%, 17.80% and 21.15% of total revenue. The increase in Y2024 was mainly due to a THB 33.00 million loss from fair value measurement of equity instruments in KLINIQ, which was recorded as an administrative expense. Additionally, salary and employee compensation costs, as well as marketing expenses, also contributed to the increase.

#### Financial expenses

In 2022 to 2024, the Group's financial costs primarily consisted of interest expenses arising Lease agreements for office space and land used for business operations, in accordance with Thai Financial Reporting Standard No. 16 (TFRS 16) on Leases, which has been in effect since 2020. The financial costs were recorded as THB 1.62 million, THB 1.65 million, and THB 1.91 million

(Million baht)

| Operating Results   | 2022   | 2023   | 2024   |
|---|--------|--------|--------|
| Profit attributable to shareholders of the company                    | 551.32 | 297.26 | 280.06 |
| Profit attributable to shareholders of the company (excluding KLINIQ) | 222.74 | 281.66 | 306.46 |
| Profit from KLINIQ capital  | 328.58 | 15.60  | -26.40 |
| Net Profit Margin (%)   | 36.97% | 23.63% | 21.07% |
| Net Profit Margin (%) (excluding KLINIQ)                              | 14.94% | 22.39% | 23.06% |

#### Profit to equity holders of the company

Based on the aforementioned operating results, in the years 2022–2024, the Company recorded a net profit attributable to shareholders of THB 551.32 million, THB 297.26 million, and THB 280.06 million, respectively,



representing net profit margins of 36.97%, 23.63%, and 21.07%, respectively. The profit declined by 46.08% in 2023 and by 5.79% in 2024. The decrease was due to a recorded gain from equity instruments measured at fair value through profit or loss (FVTPL) from the investment in KLINIQ amounting to THB 328.58 million in 2022, and THB 15.60 million in 2023. However, in 2024,, a loss of THB 26.40 million from equity instruments measured at fair value through profit or loss from the investment in KLINIQ was recorded.

However, excluding the investment in KLINIQ, the Company's net profit in 2022–2024 amounted to THB 222.74 million, THB 281.66 million, and THB 306.46 million, respectively, representing an increase of 26.45% in 2023 and 8.80% in 2024.

#### 4.2 Financial status

##### Asset

As of the end of 2022–2024, the Group's total assets amounted to THB 2,248.50 million, THB 2,458.83 million, and THB 3,160.68 million, respectively. The Company's key assets include cash and cash equivalents, trade and other receivables, other non-current financial assets, land, buildings, and equipment, as well as inventories. The details of these key assets are as follows:

| Overdue period   | As of DEC 31, 2022 |                | As of DEC 31, 2023 |                | As of DEC 31, 2024 |                |
|--|--------------------|----------------|--------------------|----------------|--------------------|----------------|
|  | Million<br>baht    | %              | Million<br>baht    | %              | Million<br>baht    | %              |
| <b><u>Trade receivable</u></b>   |                    |                |                    |                |                    |                |
| Not yet due  | 28.51              | 31.02%         | 41.43              | 43.81%         | 37.62              | 50.59%         |
| Overdue  |                    |                |                    |                |                    |                |
| Up to 3 months   | 28.82              | 31.36%         | 33.66              | 35.79%         | 28.18              | 37.90%         |
| More than 3 months up to 6 months  | 6.13               | 6.67%          | 6.69               | 7.11%          | 0.39               | 0.52%          |
| More than 6 months up to 12 months                                       | 19.40              | 21.16%         | 2.13               | 2.26%          | 0.32               | 0.43%          |
| More than 12 months  | 9.04               | 9.86%          | 10.37              | 11.03%         | 7.85               | 10.56%         |
| <b>Total trade receivable before allowance<br/>for doubtful accounts</b> | <b>91.90</b>       | <b>100.00%</b> | <b>94.28</b>       | <b>100.00%</b> | <b>74.36</b>       | <b>100.00%</b> |
| <b>Less allowance for doubtful accounts.</b>                             | <b>(1.04)</b>      |                | <b>(0.87)</b>      |                | <b>-0.87</b>       |                |
| <b>Trade receivable – net</b>  | <b>90.86</b>       |                | <b>93.41</b>       |                | <b>73.49</b>       |                |

##### Trade receivable

As of the end of 2022–2024, the Group's net trade receivables, after deducting the allowance for expected credit losses, amounted to THB 90.86 million, THB 93.41 million, and THB 73.49 million, respectively, representing 4.04%, 3.80%, and 2.33% of total assets.

The Company's receivables portfolio consists of two majority customer segments: cash-paying customers and contract clients who are granted trade credit terms. Consequently, the majority of trade receivables are derived from contract clients, including insurance companies and corporate clients. The Company typically grants a credit period of approximately 30 days for these clients. Most of these receivables are classified as current (not yet due), primarily from established insurance providers and large-scale corporate entities.



Additionally, the Company has a robust credit risk assessment framework in place before extending credit terms, effectively mitigating the risk of credit default.

An analysis of the aging of trade receivables indicates that as of the end of 2022–2024, the proportion of current receivables not yet due at 31.02%, 43.81%, and 50.59%, respectively. Trade receivables past due within 90 days accounted for 31.36%, 35.79%, and 37.90%, respectively. Meanwhile, the proportion of receivables past due beyond 90 days decreased from 37.62% in 2022 to 20.40% in 2023, and further declined to 11.51% in 2024. To strengthen accounts receivable management, the Company has implemented stringent credit control measures and introduced performance-based KPIs for collection teams. These initiatives aim to improve the effectiveness of the collection process, enhance working capital efficiency, and reduce credit risk exposure.

For doubtful debt allowance policy, the Company will make allowance for doubtful debts based on the outstanding age of the debtors, with outstanding debtors exceeding 365 days set aside at the rate of 100%, except for general customer debtors who will set provisions at the rate of 100% when the outstanding period is more than 180 days. In 2024, the Group recorded an allowance for doubtful accounts was THB 0.88 million in accordance with this policy.

#### Inventories

At the end of 2022–2024, the Group's net inventories were valued at THB 32.04 million, THB 33.20 million, and THB 36.46 million, respectively, representing 1.42%, 1.35%, and 1.15% of total assets. The Company's inventory primarily comprises pharmaceuticals, medical supplies, and other consumables.

| Inventories  | As of DEC 31, 2022 |                | As of DEC 31, 2023 |                | As of DEC 31, 2024 |                |
|--|--------------------|----------------|--------------------|----------------|--------------------|----------------|
|  | Million baht       | percent        | Million baht       | percent        | Million baht       | percent        |
| Medicines  | 27.11              | 68.55%         | 20.77              | 59.65%         | 24.26              | 64.00%         |
| Medical supplies   | 10.24              | 25.89%         | 10.62              | 30.50%         | 10.21              | 26.93%         |
| Other materials *  | 2.2                | 5.56%          | 3.43               | 9.85%          | 3.44               | 9.07%          |
| <b>Total Inventory</b>                                       | <b>39.55</b>       | <b>100.00%</b> | <b>34.82</b>       | <b>100.00%</b> | <b>37.91</b>       | <b>100.00%</b> |
| Less adjustment / reduction of cost to net realizable value. | (7.51)             |                | (1.62)             |                | (1.45)             |                |
| <b>Total inventories - net</b>                               | <b>32.04</b>       |                | <b>33.20</b>       |                | <b>36.46</b>       |                |

Note: \*Other materials include general materials, fabrics, and bed linen etc.

The Company's majority inventories consist of pharmaceuticals and medical supplies. As of the end of 2022–2024, the proportion of pharmaceuticals and medical supplies to total inventories at 94.44%, 90.15%, and 90.92%, respectively. The average inventory turnover period during 2022–2024 was 19 days, 18 days, and 18 days, respectively. The Company aims to optimize inventory management by implementing the Reorder Level Policy (ROL), whereby purchases are made when stock levels decline to predetermined thresholds. Under this policy, the Company maintains an inventory holding period of no more than 30 days, allowing for more efficient tracking of pharmaceutical and medical supply levels. This approach reduces the frequency and volume of orders, thereby lowering the overall inventory of pharmaceuticals and medical supplies over time.



Although most of the Company's medicines and medical supplies can be exchanged or returned before the expiration date, according to the supplier's terms and conditions. However, in 2021-2023, the Company reduced the price of pharmaceuticals to a net worth of THB 1.25 million, THB 7.51 million and THB 1.62 million, respectively. This is because it is a drug and medical supply that has already been partially used and has expired. This makes it impossible to replace or return according to the vendor's specifications and to make inventory management more efficient. The Company has established a policy for setting allowances for inventory impairment to ensure appropriateness based on the type of pharmaceutical and medical supplies. The details are as follows:

| Drugs and medical supplies                            | Age inventories          | Reserve ratio<br>Product deterioration (%) |
|---|--------------------------|--|
| Creams, powders, lotions, injections, and saline      | No movement for 2 years. | 100.00                                     |
| Psychotropic substances, Liquid drug, and antiseptic. | No movement for 3 years. | 100.00                                     |
| Tablets and medical supplies                          | No movement for 5 years. | 100.00                                     |

#### Land, Building, and equipment

As of the end of 2022–2024, the Group's net land, buildings, and equipment amounted to THB 656.81 million, THB 660.20 million, and THB 826.96 million, respectively, accounting for 29.21%, 26.85%, and 26.16% of total assets, respectively. The net value of the Company's land, buildings, and equipment increased by THB 166.76 million from 2023. As of the end of 2024, the Company held land valued at THB 194.52 million, buildings and building improvements valued at THB 471.71 million, medical instruments and equipment valued at THB 51.71 million, construction in progress valued at THB 88.14 million, furniture, fixtures, and office equipment valued at THB 13.22 million, and vehicles valued at THB 7.66 million.

Depreciation expenses at the end of 2022–2024 amounted to THB 69.56 million, THB 78.33 million, and THB 78.94 million, respectively.

#### Performance Efficiency

| Performance Efficiency Ratio | 2022   | 2023  | 2024  |
|------------------------------|--------|-------|-------|
| Return on assets (%)         | 38.39  | 15.91 | 12.65 |
| Return on fixed assets (%)   | 103.80 | 56.25 | 42.41 |
| Asset Turnover (Times)       | 0.83   | 0.53  | 0.47  |

The Company's total assets in 2022–2024 amounted to THB 2,248.50 million, THB 2,458.83 million, and THB 3,160.68 million, respectively. The net profit attributable to the Company's shareholders was THB 551.32 million, THB 297.26 million, and THB 280.06 million, respectively. Total revenue for 2022–2024 was THB 1,491.34 million, THB 1,258.20 million, and THB 1,329.23 million, respectively. As a result, the Company recorded a return on assets (ROA) of 38.39%, 15.91%, and 12.65%, respectively, a return on fixed assets of 103.80%, 56.25%, and 42.41%, respectively, and an asset turnover ratio of 0.83 times, 0.53 times, and 0.47 times, respectively.



### Liquidity

#### Cash flow

In 2022–2024, the Company generated net cash flows from operating activities of THB 328.28 million, THB 363.17 million, and THB 310.24 million, respectively. The decrease in operating cash flows in 2024 was primarily due to corporate income tax payments amounting to THB 157.01 million.

Net cash flows from (used in) investing activities for 2022–2024 amounted to THB 0.84 million, THB -256.50 million, and THB -495.00 million, respectively. In 2024, the Company made cash payments for investments in financial assets classified as amortized cost debt instruments totaling THB 1,213.96 million and acquisitions of land, buildings, and equipment amounting to THB 247.63 million.

Net cash flows from (used in) financing activities in 2022–2024 were THB 269.51 million, THB -114.69 million, and THB 373.19 million, respectively. In 2024, the Company paid total dividends of THB 430.19 million and received proceeds of THB 724.69 million from the exercise of the first tranche of Ekachai Medical Care Public Company Limited's warrants (EKH-W1).

| (Million Baht)                                       | 2022   | 2023     | 2024     |
|--|--------|----------|----------|
| Net cash from (used in) operating activities         | 328.28 | 363.17   | 310.24   |
| Net cash from (used in) investing activities         | 0.84   | (256.50) | (495.00) |
| Net cash provided by (used in) financing activities  | 269.51 | (114.69) | 373.19   |
| Net increase (decrease) in cash and cash equivalents | 598.64 | (8.02)   | 188.43   |

#### Liquidity ratio

As of the end of 2022–2024, the Group's current ratio was at 4.63 times, 5.50 times, and 8.16 times, respectively, while the quick ratio was 4.45 times, 5.32 times, and 7.97 times, respectively.

The cash cycle was -9 days, -21 days, and -27 days, respectively. The average collection period was 38 days, 31 days, and 27 days, while the average payment period was 67 days, 70 days, and 72 days, respectively.

|                                       | 2022  | 2023  | 2024  |
|---------------------------------------|-------|-------|-------|
| Current Ratio (times)                 | 4.63  | 5.50  | 8.16  |
| Quick Ratio (times)                   | 4.45  | 5.32  | 7.97  |
| Account Receivable Turnover (times)   | 9.48  | 11.67 | 13.28 |
| Average Collection Period (day)       | 38    | 31    | 27    |
| Inventory Turnover (times)            | 18.94 | 20.52 | 20.64 |
| Average Sale (Inventory) Period (day) | 19    | 18    | 18    |
| Account Payable Turnover (times)      | 5.43  | 5.19  | 5.07  |
| Average Payment Period (day)          | 67    | 70    | 72    |
| Cash Cycle (day)                      | -9    | -21   | -27   |

### Source of funds

#### Debt

As of the end of 2022–2024, the Group’s total liabilities amounted to THB 315.60 million, THB 330.78 million, and THB 324.40 million, respectively. The company’s majority liabilities mainly consisted of trade and other payables, as well as income tax payable. The proportion of current liabilities to total liabilities stood at 63.74%, 63.41%, and 72.20% for 2022–2024, respectively, while the proportion of non-current liabilities to total liabilities was 36.26%, 36.59%, and 27.80%, respectively, over the same period.

#### Shareholders' Equity

As of the end of 2022–2024, the Group’s shareholders’ equity amounted to THB 1,932.90 million, THB 2,128.05 million, and THB 2,836.28 million, respectively. In 2024, shareholders’ equity increased due to the share premium from the exercise of warrants into common shares, as well as higher operating profits. Additionally, the Company had unallocated retained earnings of THB 693.74 million.

#### Appropriateness of capital structure

| Financial policy ratio |         | 2022  | 2023  | 2024  |
|------------------------|---------|-------|-------|-------|
| Debt to Equity Ratio   | (Times) | 0.16  | 0.16  | 0.11  |
| Return On Equity (ROE) | (%)     | 36.86 | 14.82 | 11.73 |

The Group has a debt-to-equity ratio in 2022-2024 equal to 0.16 times, 0.16 times, and 0.11 times, respectively. The debt-to-equity ratio of the company is at a low rate because the company there is no outstanding debt on the loan.



## 5. General information and other important information

### 5.1 General Information

|                             |   |   |
|-----------------------------|---|---|
| Company's Name              | : | Ekachai Medical Care Public Company Limited   |
| Stock Quote                 | : | EKH   |
| Company Registration        | : | 0107559000087   |
| Head Office Address         | : | 99/9 Moo 4, Ekachai Road, Tambol Khokkham,<br>Amphur Muang, Samutsakhorn 74000      |
| Telephone Number            | : | 0-3441-7999 or 1715   |
| Fax Number                  | : | 0-3441-7903   |
| Website                     | : | <a href="http://www.ekachaihospital.com">www.ekachaihospital.com</a>                |
| Type of Business            | : | Operation of hospital type patients overnight under the<br>name "Ekachai Hospital". |
| Sector                      | : | Services  |
| Industry                    | : | Health Care Services  |
| Type of issued shares       | : | Common shares   |
| Registered capital          | : | THB 430,754,902.00  |
| Paid-up capital             | : | THB 427,798,198.50  |
| Number of registered shares | : | 855,596,397 Shares  |
| Number of paid-up shares    | : | 855,596,397 Shares  |
| Par Value                   | : | THB 0.50  |

### 5.2 Subsidiaries

| Company   | Symbol | Type of Business   | Registered<br>Capital<br>(Baht) | Number of shares<br>(Share)  | Par<br>Value<br>(Baht) | Number<br>shares of<br>hold<br>(Share) | % of<br>Holding |
|---|--------|--|---------------------------------|--|------------------------|--|-----------------|
| 1.Ekachai<br>International<br>Co.,Ltd.          | EKI    | Infertility Center   | 85,797,755                      | 17,159,551   | 5                      | 11,460,000                             | 66.78           |
| 2.Ekachai Nursing<br>Home Co.,Ltd.              | EKN    | Elderly care centers<br>and specialized<br>hospitals for the<br>elderly  | 160,000,000                     | 32,000,000   | 5                      | 31,999,996                             | 99.99           |
| 3.EN Mental Care<br>Company Limited             | ENM    | psychiatric and<br>mental health<br>specialty hospital<br>Sizes: 50 beds | 400,000,000                     | 4,000,000<br>(Registered in DEC<br>2024 with 75%<br>paid-up capital) | 100                    | 2,400,000                              | 60.00           |
| 4.Ekachai<br>Cardiovascular<br>Center Co., Ltd. | EKC    | Heart and<br>Vascular Center   | 8,000,000                       | 80,000   | 100                    | 40,400                                 | 50.50           |

### 5.3 Associates Company

| Company                         | Symbol | Type of Business  | Registered Capital (Baht) | Number of shares (Share) | Par Value (Baht) | Number shares of hold (Share) | % of Holding |
|---------------------------------|--------|---|---------------------------|--------------------------|------------------|-------------------------------|--------------|
| 1. Koon Ao Nang Company Limited | KAH    | Elderly care center and specialized hospital for the elderly, 30 beds | 200,000,000               | 2,000,000 (paid up 25%)  | 100              | 980,000                       | 49%          |

### 5.4 Other References

|                      |  |
|----------------------|--|
| Regulator            | The Securities and Exchange Commission, Thailand (SEC)<br>333/3 Vibhavadi-Rangsit Road, Chomphon, Chatuchak<br>Bangkok 10900, Thailand<br>Tel. 1207 or 0 2033 9999<br>Fax. 0 2033 9660 |
| Regulator            | The Stock Exchange of Thailand (SET)<br>93 Ratchadaphisek Road, Dindaeng, Dindaeng, Bangkok 10400<br>Tel. 02 009 9999<br>Fax. 02 009 9991  |
| Securities Registrar | Thailand Securities Depository Company Limited (TSD)<br>93 Ratchadaphisek Road, Dindaeng, Dindaeng, Bangkok 10400<br>Tel. 02 009 9999<br>Fax. 02 009 9991                              |
| Auditor              | EY Office Limited<br>33 <sup>rd</sup> Floor, Lake Rajada Office Complex<br>193/136-137 Rajadapisek Road, Klongtoey,<br>Bangkok 10110<br>Tel. 02 264 9090<br>Fax 02 264 0789            |
| Legal Consultant     | Araya & Partners Co.,Ltd.<br>973 President Tower, 6th Floor, Room 6G,<br>Ploenchit Road, Lumpini Subdistrict,<br>Pathumwan District, Bangkok 10330, Thailand<br>Tel. 02 656-0606       |

### 5.5 Legal dispute

- None -

## Section 2

### Corporate Governance



## 6. Corporate Governance Policy

### 6.1 The Overview of the Corporate Governance Policy and Guidelines

The Company recognizes the importance of good corporate governance regarding it considers as an important component towards a management system that is efficient, transparent and verifiable. This will help to build trust and confidence of shareholders, investors, stakeholders and related parties by having good corporate governance is a tool to increase more value, create competitiveness as well as promote sustainable growth of the company in the long run. Therefore, the Company has established a policy of good governance as required by the Stock Exchange of Thailand. The Meeting of the Company Board Directors No. 1/2016 held on February 27, 2016, It was reviewed during the Board of Directors' Meeting No. 1/2023 on February 27, 2023, covering five key principles, with details as follows:

#### Section 1: The Rights of Shareholders

The company realizes to the importance of fundamental rights of the shareholders equity for example; the right to sell or transfer the shares, the right to receive a share of company profits, the right to receive adequate information of the Company, the right to attend the meeting to vote in the shareholders' meeting to appoint or remove directors, appointment of Auditor and issues that affect the company such as a dividend management, defining or modifying regulations and memorandum and Articles of Association, reduction or increase its capital and so on.

Besides, the fundamental rights as above, the Company is also engaged in various issue to encourage and facilitate the exercise of shareholders.

1. Notice of Meeting sent to shareholders at least 7 days prior to the meeting by stating the date, time, place and agenda as well as information relating to the matter to be decided at the meeting in its entirety.
2. In the event that a shareholder cannot attend the meeting, the Company invites shareholders to appoint an independent director or any person to attend the meeting on their behalf which the Proxy has attached with the notice of meeting.
3. Opportunity for shareholders to ask questions, comments and suggestions with fully independent.
4. After meeting, the Company will prepare a report showing the data correctly, so that shareholders can be checked.

After the company was transformed into a public company and was registered as a listed company, the Company will need to provide the Board of Directors opinion in the notice calling the shareholders' meeting. And send a prior notice of the meeting to the shareholders within the specified duration from SEC to provide shareholders with the information before the meeting. Moreover, shareholders will also receive information through electronic media of exchange, Company website and

the news from newspaper under the Public Company policy is to provide the Board of Directors attending shareholders simultaneously especially, the President of each section such as Chairman of the audit committees, etc., in order to clarify or answer questions of shareholders at the meeting.

## **Section 2: The Equitable Treatment of Shareholders**

The Company has a policy to treat and protect the rights of all shareholders equally and fairly. All shareholders are directors and shareholders who are not executives, Shareholders who are Thai or foreigners, major shareholder or shareholders. After the sale of shares in this company and is listed on the SET, the Company's policy is to increase the choice of meeting to shareholders who cannot attend the meeting in person to appoint an independent director or other person to attend and vote on behalf of shareholders. As well as provide an opportunity for shareholders to nominate persons to be appointed as Director in a reasonable time.

The conference proceedings will be in accordance with the regulations of the company. The agenda will be in details on each item in its entirety clearly consideration and it will not be added to the agenda without notifying shareholders in advance unnecessarily. The Agenda is vital that shareholders need time to study the information before making a decision.

Board of Directors has taken measures to prevent wrongful use of insider trading of the individuals involved, including directors, executives and employees, including spouses and underage children of such persons with the relevant information including sanctions on the disclosure of the Company or more of the Company to use them for their own benefit, according to internal data protection policies to take advantage as well as to educate the directors and executive officers of the Company about the obligation to report their shareholdings in the company of their spouses and underage children as well as reporting of the holding changes to the Securities and Exchange Commission under Sections 59 and penalty provisions under the Securities Exchange Act of 1992.

## **Section 3 :The Role of Stakeholders**

The Company has a policy of giving priority to the rights of all stakeholders with fairness and transparency which satisfied all parties as details follows

- Shareholder** : The Company is committed to conducting business with the knowledge and skills in management with the best in all cases, with integrity and fairness to major and minor shareholders to the best interests of the shareholders as a whole.
- Employee** : The company treats all employees equally and fairly including a reasonable profit. Give priority to the development of potential employees thoroughly and regularly by providing training Develop competent employees continued to develop the skills to work to maximum efficiency. The Company compliance with laws and regulations which related to staff strictly. There are the establishment of a fund for their employees, bonuses and other benefits such as health insurance,



|                              |   |
|------------------------------|---|
|                              | accident insurance etc.   |
| <b>Partners</b>              | : The company is committed to complying with the terms of trade. Including compliance with contract partners sincerely. Not taking advantage and not to take any action which is the corruption in the trade partners.  |
| <b>Creditor</b>              | : The Company is committed to compliance with the terms and conditions strictly in financial objective; to use the money to repay the care quality collateral and any other matters to be agreed with creditors to achieve mutual benefits.   |
| <b>Client</b>                | : The Company pay attention and responsible to the client by providing good service quality with standardize, keep the confidentiality of patient, has the center to receive the complaints from the client and resolved the problem faster, including the assessment of user satisfaction by conducting research for more satisfaction and needs of customers on a regular basis.  |
| <b>Competitor</b>            | : The company is committed to obey the rules of competition. Maintain norms of conduct in the match and avoid dishonest practices to destroy competitors.   |
| <b>Community and Society</b> | : The Company recognizes the importance of environmental responsibility in community and society. In particular, the impact on the environment, the hospital provides a process to protect the environment such as destroying waste infections, sewage disposal, removal of toxic waste efficiency and standards prescribed by law. In addition, in each year the company has cooperated with the Government in providing the general health care service in the community festivals in Samut Sakhon province without any charge. |

#### Whistleblowing or complaints

The Company has established measures and channels for whistleblowing or complaints of all stakeholders. able to report complaints as well as expressing opinions to the company through the following channels

Company Secretary / Hospital Director / Audit Committee

Ekachai Medical Care Public Company Limited

99/9 Moo 4, Ekachai Road, Khok Kham Subdistrict,

Mueang District, Samut Sakhon Province 74000

Tel. 034-417999 ext. 9645

e-mail : [pattra.le@ekachaihospital.com](mailto:pattra.le@ekachaihospital.com)

[www.ekachaihospital.com](http://www.ekachaihospital.com)

#### Channels to contact the Audit Committee/Board of Directors

Stakeholders who wish to contact the Audit Committee/Board of Directors can complain through



Ms. Pattra Lertpunyaphol [pattra.le@ekachaihospital.com](mailto:pattra.le@ekachaihospital.com)

The company establish a policy to protect whistleblowers including a policy to maintain confidentiality of information about whistleblowing. The company will take the complaints into the process of reviewing information and finding solutions.

#### **Section 4: Disclosure and Transparency**

Board of Directors realized to the importance of information disclosure is accurate, complete and transparent and reasonable. The reporting of financial data and other information maintained by the Securities and Exchange Commission as well as important information that affects the price of securities of the Company which affects the decision-making process of investors and stakeholders of the Company to those related to the Company all information equally. After the IPO at this time, and the Company entered into a listed company, the Company will publish the information of the Company to shareholders and the public through the media and disclosure and the Company's website

Board of Directors Realizing the responsibility for the financial statements are complete and accurate information is true and reasonable. The financial statements of the Company Prepared in accordance with generally accepted accounting principles. The accounting policies are appropriate and consistently. And use careful judgment including adequate disclosure in the notes to the financial statements. In addition, the Commission has provided the maintenance of an effective internal control system. To ensure that there is no reason that the recording of accounting information is accurate, complete and sufficient to maintain the property. And to identify weaknesses in order to prevent fraud or irregular operation significantly including the appointment of the Audit Committee which consist of non-executive directors to serve on the audit of financial reports, Transactions and internal control; The Audit Committee will directly report to the Board of Directors.

In terms of investor relations, the company as assigned Ms. Pattra Lertpunyaphol, Investor Relations Manager to contact and give information to the shareholders, analyst and related organization. Such information must be complete and accurate information on the real and thorough. You are able to contact us at [pattra.le@ekachaihospital.com](mailto:pattra.le@ekachaihospital.com) or 034417999, ext. 9645.

#### **Section 5: Responsibilities of the Board of Directors**

##### **1. Board Structure**

The Company Board of Directors consists of experts with knowledge and experience in management level from each organization. Thus they can use their experiences to develop policy and business direction of the Company effectively and the benefit of its company and shareholders, the Board of Directors Will play a significant role in the policy and image of the organization as well as play a key role in overseeing, monitoring the performance of the management and evaluation of the implementation of the Company according to the plan.



The Company currently has a total of 11 board members consist of 4 Independent Directors, which more than one third of the total number of the Board of Directors. Also the Directors appointed Committees to assist in the governance of the Company as follows:

**1.1 Company Board of Directors:** There are 9 company boards of directors who determine the direction and strategy of the business according to the goals set by the Board of Directors and so the administration is seamless.

**1.2 Audit Committee:** There are totally 3 audit committees of the company to perform specific and submitted to the Board of Directors to consider and acknowledge. The Audit Committee has rights and duties as set out in the authority of the Audit Committee, at least one person must have knowledge and experience in accounting, sufficient to serve on the review reliability of the financial statements of the Company.

Board of Directors has a policy that the Chairman and the Director of the hospital should not be the same person to achieve clarity on the responsibilities between policy, governance and management. The Company has clearly separated the roles and responsibilities between the Board of Directors and the administration; The Board of Directors responsible for policy and oversight of the executive while the executive management of the Company manages other work follows the company policy. In order to prevent the authoritarian, Company has clearly defined duties in the implementation of the company (Authority Table).

The Board of Directors appointed the company secretary for duties and responsibilities under the Act. Securities and Exchange Act Details are set out in Article 14

## 2. Roles and Responsibilities of the Board

The Company has given that the Directors should follow best practices for listed companies (Code of Best Practices) guidelines of the Stock Exchange of Thailand. The board must understand and be aware of their roles and responsibilities and must act according to the law and the Articles of Association of the Company as well as the resolutions of the shareholders' meeting with integrity and taking into account the interests of the Company and a major shareholder. The Board of Directors is set the policy, business goals, business plans and budgets of the Company and supervises the management to perform according to defined policies, plans and budgets effectively and efficiently for the best interests of the Company and its shareholders as a whole.

## 3. Policy on conflicts of Interest

The Company's measures to prevent conflicts of interest that may arise from the transaction of the Company and persons who may have a conflict that stakeholders in the matter will not be able to take part in the approval of such transactions. The Board of Directors must ensure that the Company Compliance with laws and regulations of the Securities and Exchange Commission announced the order or the requirements of the Capital Market Commission and the Stock Exchange of Thailand as well as

compliance to the requirements on disclosure of related party transactions and the acquisition or disposal of major assets of the company including compliance with accounting standards set by the Association of Accountants strictly.

In addition, the Company will provide the Board of Directors or auditor or consider the case of independent experts to review and comment on the appropriateness of the price and reasonableness of the transaction. And to disclose the transactions mentioned in the notes to the financial statements which have been audited or reviewed by the auditors of the Company, Annual Report Form (Form 56-1) and Annual Report (Form 56-2).

#### 4. Internal Control System

The Company recognizes the importance of internal controls for both the executive and operational levels. It has the power to determine the scope and clearly written. There is a control to use the property to gain most benefit and divide the responsibility of approval, the accounting records and information and storage assets apart to achieve a balance and check each other appropriately. It also has internal controls on financial systems, the company provided financial reports presented to the administrative lines of responsibility. The Internal Audit Department is responsible for monitoring the internal control system and reports directly to the Audit Committee.

The company is targeting the business a clear and measurable operation. The executive and management will have to compare actual performance against targets set out on a monthly basis. There will be an assessment of the risks that come from both outside and inside found in the operation. Analysis of the causal factors and measures are established to track an event that causes the risk factors including measures to reduce risk, assigned to the relevant authorities, including the risks that follow continuous and report the progress reports to the Committee.

#### 5. The Meeting of the Board

The Company has policy that the Company Board of Directors need to attend the meeting at least once on every three months and there may be additional meetings as necessary. In each meeting has set the agenda for the meeting clearly and sending notice of the meeting with a detailed for 7 days in advance thus the Board of Directors have enough time to study the information before the meeting. As well as a note written on the report form and store the minutes of meetings which have been approved by the Board of Directors and ready for the Board of Directors and the relevant to check.

#### 6. Remuneration of Directors and Executives

The Company has a remuneration for the Committee and the executive at an appropriate level and the rate is sufficient for the treatment and management of quality without paying more than they should and at a level comparable to other companies in the same industry. Factors to be considered



include obligations to experience, extent of their roles and responsibilities. The remuneration of the directors must be considered by a meeting of shareholders of the Company. In terms of remuneration of executives, to adhere to the principles and policies set by the Board of Directors, which is determined by obligations and responsibilities, the performance of each executive including the results of operations of the Company.

## 7. Development of Directors and Executives

Board of Directors is dedicated to promoting and facilitating the training and educating people about involved in the governance of the Company, including the committee, the audit committee, the Directors and the company secretary to provide continuous operational improvements such as the course of Thai Institute of Directors Association: IOD.

## 8. Orientation of new directors and support for training

The Company is aware of the importance of the duties of the new director. The new directors are required. All you have to join “Orientation for new entrants” as required by the Company. The Company will provide information and lectures on the Company’s business. Including other relevant information for the directors who have been appointed to the position of the Company are acknowledged. There are important contents, including the roles and responsibilities of all committees. Holding and trading securities of directors Report of Directors’ Benefits Meeting management Information Disclosure. Contact with compensation management and the benefits to directors and sub-committees, Power grid and general information of the company including the Charter of the Audit Committee, Charter of the Internal Audit Department, Scope of Authority and Responsibilities of the Internal Audit Department and inter-measure measures etc.

## 9. Directors’ Report

Board of directors is responsible for reporting of the Company and financial information in annual report. That report is based on Thailand’s general accounting standard by selecting the proper one and use it consistently. The auditor will assess the appropriateness of the accounting policies used by the management and the reasonableness of the accounting estimates and the disclosure of relevant information that the management has prepared. And the preparation of financial reports. Board of directors emphasizes persons who do report to have cautious judgment and to disclose sufficient information on financial notes.

Board of directors assigns audit committee to respond for quality of financial report and internal control. Comments from audit committee on this subject are shown in audit committee report and in annual report too.

Board of directors comments that financial report of the Company as of December 31, 2024, is right, sufficient and reliable.

## 10. Board of Directors Self-Assessment

The boards of directors have self-assessment on their own performance on a regular basis with on the purpose of reviewing their performance and addressing their issues together to further improvement. The self-assessment form recommended by the Stock Exchange of Thailand has been agreed to be used for the individual self-assessment in year 2022 by the board of directors. The form will be added or modified its questions to cover roles and responsibilities of the boards of directors in all aspects and it should comply with the company's nature of business.

Apart from the board of directors self-assessment, all subcommittee are requested to do the individuals self-assessment on a yearly basis.

## 11. President and Hospital Director Performances Evaluation

The board of directors response to evaluate the president and Hospital Director performances. This performance evaluation is to compare their achievements with their goals in corporate level and ability in individual level. The key factors to help make a sound decision for the evaluation consist of qualitative indicators including leadership, strategy formulation and implementation, financial planning and performance, relationship with board members, relationship with external organizations, staff administration and relationship with staffs, succession management, knowledge of products and services, and personal characteristics.

## 6.2 Business ethics

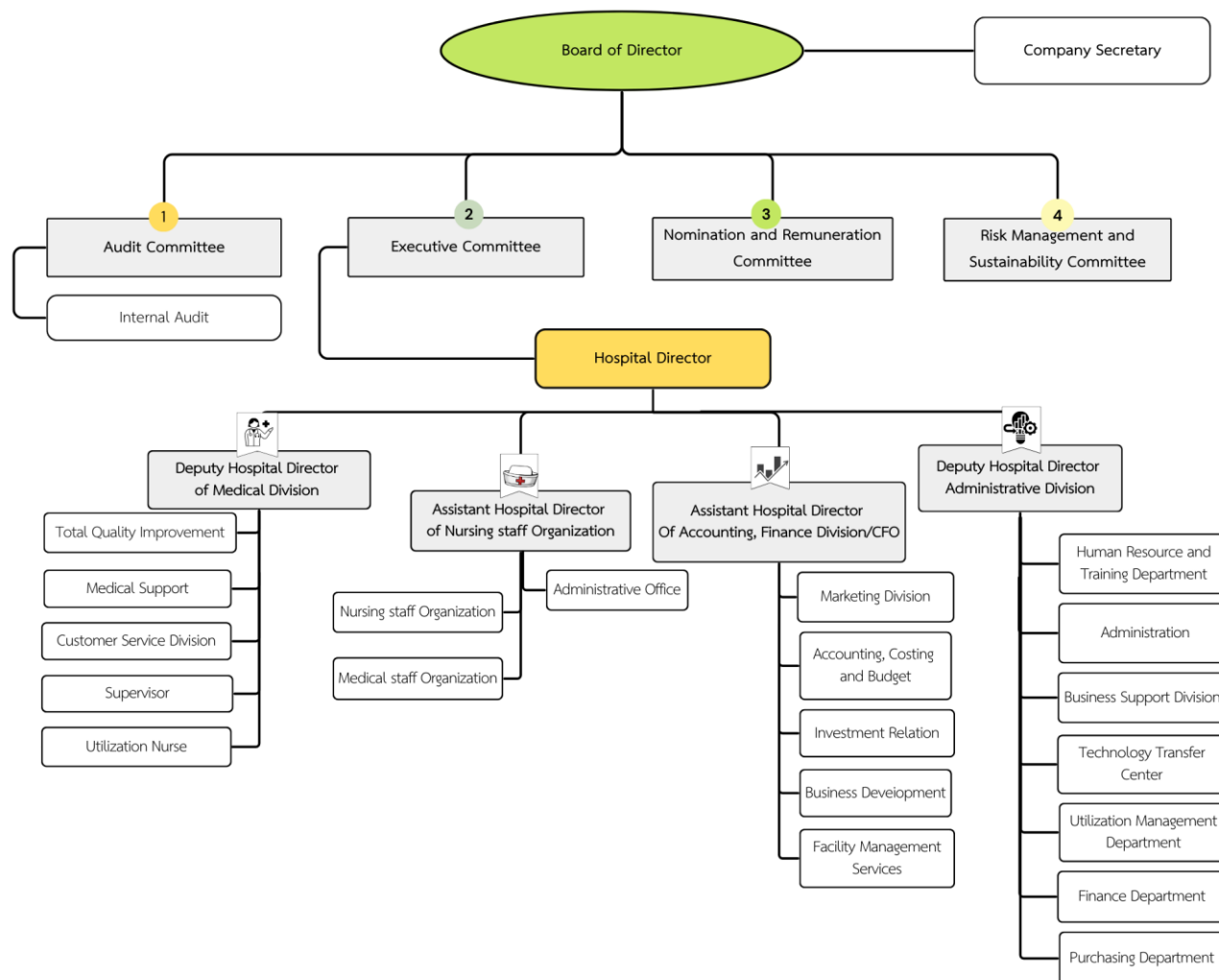
The company stipulates that there is a Company Code of Conduct and Business Ethics. as a guideline for good business conduct for the board of directors management and staff adhere to which focuses on the main principles of corporate governance. The Company has disclosed the Code of Business Conduct in the [www.ekachaihospital.com/Investor Relations](http://www.ekachaihospital.com/Investor Relations)

## 6.3 Significant Changes and Development of the Policy, Guidelines and Corporate Governance System over the Previous Year

The Company has continually reviews its policies, practices and corporate governance systems. To increase the efficiency of governance and to raise the standards of corporate governance of the company in line with the principles of good corporate governance for listed companies in 2017 at least once a year, including to comply with the vision operational Strategy and goals of the company.

## 7. The Corporate Governance structure, Important Information regarding the Board of Directors, Sub-Committee, Executives, Staff and Other

### 7.1 Corporate Governance Structure as of July 30, 2024



## 7.2 The Board of Directors

As at December 31, 2024 the Board of Directors is composed of 11 persons as follows.

| Name  | Position  |
|---|---|
| 1. Admiral Surasak Rounroengrom             | Chairman / Independent Director   |
| 2. Dr. Surin Koocharoenprasit               | Director / Independent director<br>Chairman of Audit Committee<br>Chairman of the Nomination and Remuneration Committee |
| 3. Mr. Worapol Wiriyakulapong <sup>1)</sup> | Director / Independent director<br>Audit committee<br>Chairman of Risk Management Committee                             |
| 4. Mr. Vuthichai Tumasaroj                  | Director / Independent director<br>Audit committee<br>Risk Management Committee   |
| 5. Mr. Amnuay Oerareemitr                   | Director<br>Chief Executive Officer<br>Nomination and Remuneration Committee  |
| 6. Mr. Suthipong Tangsajjapoj               | Director<br>Executive Vice President<br>Risk Management Committee   |
| 7. Mrs. Orasa Tangsajjapoj                  | Director<br>Executive Director  |
| 8. Mrs. Kanchana Oerareemitr                | Director<br>Executive Director  |
| 9. Mr. Wanlop Popiantong                    | Director<br>Executive Director  |
| 10. Mr. Wanlop Popiantong                   | Director<br>Executive Director  |
| 11. Dr. Amnaj Eur-Areemitr                  | Director<br>Executive Director  |

<sup>1)</sup> Graduate in Accounting

Miss Pattria Lertpunyaphol is the Company Secretary, who was appointed by the Board of Director's Meeting No. 1/2017 on 27 February 2017 and resigned as the Company Secretary on 31 October 2023 and on December 7, 2023, the Board of Director's Meeting No. 5/2023 re-appointed as the Company's Secretary again.



#### Director and authorized signatory of the company

Mrs. Orasa tangsajjapoj or Mr. Amnuay Oerareemitr, one of them can sign with Mr. Suthipong Tangsajjapoj or Mrs. Kanchana Oerareemitr or Mr. Wanlop Popientong or Dr. Amnaj Eur-Areemitr in total of two person and with the company seal.

#### Limit and Scope of the Company Board Committee

1. The Board of Committee is response to manage and operation of the Company to comply with the laws and regulations of the company and the resolutions of the shareholders' meeting with honesty and protect of the company benefits.

2. Provide balance sheet and income statement of the Company as at the end of the accounting period of the company which the auditor is verified and presented to the shareholders for consideration and approval.

3. Set the targeted, strategy, policy, action plan and the company's budget, including the administration and management of the management section or any person who assigned to carry out such work in accordance with the policy.

4. Reconsider, review and approve policy directions, strategies, operation plans of the company which proposed by management team.

5. Determine the management structure; authorize to appoint the board of directors, Director of the hospital and other committees as appropriate including the scope of authority of the executive committee, Director of the hospital and Committees that are appointed.

The delegation of authority to impose duties, it must not be delegated to the Executive Committee, Director of the hospital and those Committees can approve transactions that may conflict with the interests or conflicts of any other benefit to the company or its subsidiaries (if any) except for the approval of the policies and rules that the committee already approved.

6. The Board of Directors may authorize one or more persons or any other person to operate one of the board is under the control of the Board of Directors may authorize such person so authorized by the Board of Directors appropriately and within the period agreement by the Board of Directors. The Board of Directors may revoke or modify the mandate that has been agreed upon.

The authorization must not be authorized to make such a person can be considered and approved the transaction, or any person who may have conflicts of interest, stakeholders or there may be a conflict of interest in any other way to make up the company or its subsidiaries (if any) as defined in the Notification of the Capital Market Supervisory Board and / or the Stock Exchange of Thailand and / or any of its related entities, unless the approval is based on policies and guidelines approved by the board.

### **7.3 Sub-Committee**

The management structure of the Company consists of the Board of Directors, the Sub-Committees for 4 sets which are the Audit Committee, the Executive Committee, the Nomination and Remuneration committee and the Risk Management Committee. The director, audit directors and executive officers of the Company are qualified under Section 68 of the Companies Act 1992 and the Regulation of the Capital Market Authority of the relevant committees of the Company are as follows.

### 1. The Audit Committee

As of December 31, 2023, the Audit Committee comprised of the Company is consist of three persons of the independent non-executive directors

| Name  | Position                        |
|---|---------------------------------|
| 1. Dr.Surin Koocharoenprasit                | Chairman of the Audit Committee |
| 2. Mr. Worapol Wiriyakulapong <sup>1)</sup> | Audit Committee                 |
| 3. Mr. Vuthichai Tumasaroj                  | Audit Committee                 |

<sup>1)</sup> Audit Committee who has knowledge and experience in auditing on the Company's financial statements.

Ms. Pattra Lertpanyaphol, The Secretary of the Audit Committee which was appointed by the Board of Directors No. 1/2017 held on February 27, 2017. And resigned from the position of Company Secretary on October 31, 2023. However, on December 7, 2023, at the No. 5/2023 Audit Committee meeting, it was resolved to reappoint the individual to the position of Company Secretary.

#### The Authority Scope of the Audit Committee

1. Review the Company financial reporting to be accurate and adequate.
2. Review the Company's internal control and internal audit that are appropriate and effective. Consider the independence of internal audit as well as to approve the appointment, transfer and dismissal of the head of internal audit or any other agency responsible for internal audit.
3. Review the Company's compliance with the law on Securities and Exchange Commission, terms of the Stock Exchange and laws relating to the Company's business.
4. Nominate a person to serve as independent auditors of the Company and remuneration of such persons including a meeting with the auditor without management in attendance at least one time per year.
5. Consider the transaction or items that may have conflicts of interest according to the laws and regulations of the Stock Exchange in order to ensure that such transactions are reasonable and in the best interests of the Company.
6. Prepare a report of the Audit Committee to be disclosed in the annual report of the company which the report must be signed by the Chairman of the Audit Committee and must contain at least the following information.
  - (A) Opinion of the accuracy, completeness and reliability of the financial statements of the Company.
  - (B) Opinion on the adequacy of the internal control of the company.
  - (C) Opinion on the lawfulness of the Securities and Exchange Commission, terms of the Stock Exchange or the laws relating to the Company's business.
  - (D) Opinion on the suitability of an auditor.
  - (E) Opinion on the transactions that may have conflicts of interest.
  - (F) The number of meetings of the Audit Committee and attendance of each member of the Audit Committee.
  - (G) Overall opinion or observation that the Audit Committee has the duty under the Charter
  - (H) Other matters that Shareholders and investors should know under the scope of duties and responsibilities as assigned by the Board of Directors.

7. Perform other duties as assigned by the Board of Directors and approved by the Audit Committee.

## 2. Executive Committee

As of December 31, 2024, the Executive Committee comprised of 10 persons as follow;

| Name                                 | Position                 |
|--------------------------------------|--------------------------|
| 1. Mr. Amnuay Oerareemitr            | Chief Executive Officer  |
| 2. Mr. Suttipong Tangsajjapoj        | Executive Vice President |
| 3. Mrs. Orasa Tangsajjapoj           | Executive Director       |
| 4. Mrs. Kanchana Oerareemitr         | Executive Director       |
| 5. Mr. Wanlop Popianthong            | Executive Director       |
| 6. Dr. Amnaj Eur-Areemitr            | Executive Director       |
| 7. Dr. Kaweechai Lertassavarat       | Executive Director       |
| 8. Mrs. Pichamonch Patanapoonyapirom | Executive Director       |
| 9. Mr. Metha Wanadilok               | Executive Director       |
| 10. Mr. Nudphompoj Jarungsuccess *   | Executive Director       |

\* Appointed by the Board of Directors' Meeting No. 2/2024 on May 10, 2024.

Ms. Pattra Lertpanyaphol, The Secretary of the Audit Committee which was appointed by the Executive of directors No. 1/2017 held on January 18, 2017.

### The Authority Scope of the Executive of directors

1. Consider and propose policy goals, business plans and annual budgets. The Board of Directors is approval.
2. Supervise the business operations of the Company according to the policies, plans and budgets approved by the Board of Directors.
3. Approval Operations are normal business transactions of the Company. According to the budget or the budget approved by the Board of Directors. The limit for each item according to the power grid operation which approved by the Board of Directors.
4. Present the organizational structure corporate and executive power to consider and approve by the Committee.
5. Appoint or hiring a consultant involved in the management of the organization. To achieve maximum efficiency
6. Profits and loss of The proposed interim dividend Or annual dividends to the Board of Directors approval.
7. Give the power to authorize any other person to one person or several people. Operating one It is under the control of the Executive Committee or may delegate to such persons. Authorized by the Board of Directors deems appropriate. And within the Board of Directors deems appropriate. The Board of Directors may revoke or modify the authorized person. Or authorize others he saw fit
8. Take duties according to the Board of Directors from time to time.

The assignment of duties and responsibilities of the executive committee is not creating a power of attorney delegate or a person authorized by the board of directors to approve their entry or a person who may have conflicts of interest as defined in the Securities and Exchange Commission of Thailand and / or its related

entities designated) stakeholders. Or there may be a conflict of interest with any other company. Or its subsidiaries And / or related company. The Executive Committee has no authority to proceed in the matter. The matter will be presented to the Board of Directors and / or shareholders. (D) for approval. Unless the approval is based on policies and normal trading conditions. This was announced by the Capital Market Commission. And / or the Stock Exchange of Thailand And / or its related entities designated.

### 3. The Nomination and Remuneration Committee

As of December 31, 2024, the Executive Committee comprised of 3 persons as follow;

| Name                                 | Position  |
|--------------------------------------|---|
| 1. Dr. Surin Koocharoenprasit        | Chairman of the Nomination and Remuneration Committee |
| 2. Mr. Amnuay Oerareemitr            | Nomination and Remuneration Committee                 |
| 3. Mrs. Pichamonch Patanapoonyapirom | Nomination and Remuneration Committee                 |

Ms. Pattra Lertpanyaphol, The Secretary of the Nomination and Remuneration committee which was appointed by the Board of the Nomination and Remuneration committee No. 1/2022 held on December 13, 2022.

#### The Authority Scope of the Nomination and Remuneration Committee

1. Consider the composition of various committees of the company to suit the context of the company
2. Set criteria and the process of recruitment and selection to hold positions in the Board of Directors and sub-committees
3. Set criteria and payment method and any other appropriate benefits to the directors. and sub-committees
4. Propose guidelines for the development of various committees of the company.
5. Evaluate the performance of various committees of the company.
6. Report considering the above actions propose to the Board of Directors for consideration and action.
7. Perform any other tasks as assigned by the Board of Directors.

### 4. The Risk Management and Sustainability Committee \*

As of December 31, 2024, the Risk Management Committee comprised of 5 persons as follow;

| Name                                 | Position                                  |
|--------------------------------------|---|
| 1. Mr. Worapol Wiriakulapong         | Chairman of the Risk Management Committee |
| 2. Mr. Vuthichai Tumasaroj           | Risk Management Committee                 |
| 3. Mr. Suthipong Tangsajjapoj        | Risk Management Committee                 |
| 4. Dr. Kaweechai Lertassavarat       | Risk Management Committee                 |
| 5. Mrs. Pichamonch Patanapoonyapirom | Risk Management Committee                 |

At the Board of Directors' Meeting No. 5/2024 on November 13, 2024, a resolution was passed approving the renaming of the Risk Management Committee to the Risk Management and Sustainability Committee.

Ms. Pattra Lertpanyaphol, The Secretary of the Risk Management Committee which was appointed by the Board of the Risk Management Committee No. 1/2023 held on January 26, 2023.

#### The Authority Scope of the Risk Management and Sustainability Committee

1. Review and screen draft policies and risk management frameworks of the Company before submitting them to the Board of Directors for approval.
2. Assess risk evaluation results and risk management plans, providing recommendations or strategies to mitigate potential impacts and maintain risks at an acceptable level, ensuring the Company has an adequate and appropriate risk management system.
3. Provide recommendations to the Board of Directors and management regarding risk management, as well as promote the continuous development of the internal risk management framework and system.
4. Ensure regular reviews of the risk management framework and policies to confirm their alignment with the Company's business context and operating environment.
5. Report key risks, risk status, and the progress or results of risk management initiatives to the Board of Directors on a regular basis.
6. Perform other duties as assigned by the Board of Directors.

## 7.4 The Executives

As at December 31, 2024 there are a total of five members of the executives which consist of:

| Name                                 | Position   |
|--------------------------------------|--|
| 1. Dr. Amnaj Eur-Areemitr            | Hospital Director  |
| 2. Dr. Kaweechai Lertassavarat       | Deputy Hospital Director of Medical Division                       |
| 3. Mrs. Pichamonch Patanapoonyapirom | Deputy Hospital Director of Administrative Division                |
| 4. Dr. Nittha Oerareemitr            | Assistant Hospital Director of Nursing Staff Organization          |
| 5. Mr. Suttipong Tangsajjapoj        | Assistant Hospital Director of Accounting and Finance Division/CFO |

#### Scope of Duties and Responsibilities of Hospital Director

1. Supervise the operation and / or daily administration of the Company.
2. Prepare and present policies, strategic, direction, business plan, budget, investment, management structure of the Company and guidelines to conduct business in accordance with economic conditions. To be presented to Executive Committee, the Board of Directors of the Company for approval.
3. Overseeing the operation or performance of the Company according to the policies, plans and budgets which approved by the Company Board of Directors as well as to monitor and evaluate the performance of the Company according to the policy and reporting the performance management, including the progress in the implementation of the Executive Committee, the Audit Committee and the Board of Directors
4. Approval of the transaction, which is typical of the company according to the budget or the budget approved by the Board of Directors. The amount for each item is defined in the power grid approved by the Board of Directors but no later than the annual budget approved by the Board of Directors including entering into contracts relating to such matters.
5. To approve the cost of doing the normal course of business according to the budget approved by the Board of Directors and according to the authorization approved by the Board of Directors.
6. Set the organizational structure including the appointment, hiring, assignment, transfer, wages, bonuses, compensation and termination of employees.

7. Authorized to order, announcing to work according to the policies and benefits of the Company and to maintain the discipline of work within the organization.

8. Authorized to delegate and / or assigning others to perform specific tasks instead. The delegate and / or delegate it to fall within the scope of its mandate under the power of attorney and / or to comply with regulations or orders issued by the Board of Directors of the Company and / or the Company has specified.

9. Operate other duties as assigned by the Board of Directors or various committees from time to time.

In the process, the Director of the hospital or any person authorized by the Director of the hospital or the person who may have conflicts of interest (as defined by the Capital Market Commission and / or the Stock Exchange of Thailand and / or its related entities defined) interests or conflicts of interest with the Company and / or its subsidiaries and / or affiliated companies. Director of the hospital has no authority to take action in the matter, the matter will be presented to the Board of Directors and / or shareholders (depends on each case) to approve the exemption which is approved as a normal business and normal trading conditions, pursuant to the Notification of the Capital Market Supervisory Board and / or the Stock Exchange of Thailand and / or its related entities designated.

#### Limits and Scopes of Financial Amount Approval

The Company has set a spending limit for the approval of the regular transaction by the Company and the financial transactions as the following details.

|   | Hospital's Director | Executive Committee                               | Board of Directors |
|---|---------------------|---|--------------------|
| <b>Investments in business operations</b>                                       |                     |   |                    |
| - Over payment of the approved investment budget                                | ≤ 3,000,000 Baht    | > 3,000,000 Baht<br>Not more than 30,000,000 Baht | > 30,000,000 Baht  |
| - The request of increasing in new capital expenditures during the fiscal year. | ≤ 3,000,000 Baht    | > 3,000,000 Baht<br>Not more than 30,000,000 Baht | > 30,000,000 Baht  |
| <b>Budget, administrative expenses and sales expenses.</b>                      |                     |   |                    |
| - The request of exceeds budget which is approved.                              | ≤ 3,000,000 Baht    | > 3,000,000 Baht<br>Not more than 30,000,000 Baht | > 30,000,000 Baht  |
| - The request of increasing in new expenses during the fiscal year              | ≤ 3,000,000 Baht    | > 3,000,000 Baht<br>Not more than 30,000,000 Baht | > 30,000,000 Baht  |
| <b>Procurement</b>  |                     |   |                    |
| The purchase of assets  | ≤ 5,000,000 Baht    | > 5,000,000 Baht<br>Not more than 50,000,000 Baht | > 50,000,000 Baht  |
| <b>Marketing</b>  |                     |   |                    |
| Approval of Marketing Activities which are unplanned                            | ≤ 1,000,000 Baht    | > 1,000,000 Baht<br>Not more than 10,000,000 Baht | > 10,000,000 Baht  |

\* Approved by the Board of Directors Meeting No. 4/2023 on November 14, 2023

## 7.5 Company Secretary

The Board of Director's Meeting No. 1/2017 on February 27, 2017 and No. 5/2023 on December 7, 2023 the Board of Directors has appointed Miss Pattra Lertpunyaphol is in the position of the Company Secretary (Resignation from the position of Company Secretary on November 1, 2023 to November 30, 2023) who has attended the training course (CSP) Batch No. 48/2012 and "Effective Minute Taking (EMT)" course Batch No. 24/2012 organized by Thai Institute of Directors (IOD.) and other programs to support the work of the Board of Directors, the duties and responsibilities of the Company Secretary are as follows.

1. Preparation and storage of the documents below
  - (A) Registration Committee
  - (B) Notice of Directors Meeting, Minutes of Board of Directors and the Annual Report of the Company.
  - (C) Notice of Meeting of Shareholders and Minutes of Shareholders
2. Keep the stakeholders report which reported by the directors and the executives
3. Take other actions according to the notification of the Capital Market Commission

## 7.6 Executives' Remuneration

### 7.6.1 Monetary Remuneration

In 2023, the Company paid to the executives for 55,355,944 baht which all revenue can be divided into salaries, bonuses and medical fees

| Executives' Remuneration | 2022                      |                     | 2023                    |                     | 2024                    |                     |
|--------------------------|---------------------------|---------------------|-------------------------|---------------------|-------------------------|---------------------|
|                          | No. of Executive (person) | Remuneration (Baht) | No. of Executive (Baht) | Remuneration (Baht) | No. of Executive (Baht) | Remuneration (Baht) |
| Salary Bonus             | 5                         | 46,686,000          | 5                       | 38,647,326          | 5                       | 36,750,600          |
| Medical fees             | 3                         | 19,087,715          | 3                       | 19,302,768          | 3                       | 18,605,344          |

### 7.6.2 Other Remuneration

-None-

## 7.7 Employees

### 7.7.1 Number of Employees

In 2023, the company employs a total of 781 employees (exclude five executives) as detailed below.

| Department              | 2022       |                         | 2023       |                         | 2024       |                         |
|-------------------------|------------|-------------------------|------------|-------------------------|------------|-------------------------|
|                         | Full-time  | Part-time/<br>Temporary | Full-time  | Part-time/<br>Temporary | Full-time  | Part-time/<br>Temporary |
| 1. Corporate Medical    | 33         | 100                     | 30         | 100                     | 39         | 129                     |
| 2. Division of Nursing  | 279        | 9                       | 289        | 8                       | 289        | 9                       |
| 3. Medical Support      | 60         | 8                       | 64         | 9                       | 68         | 24                      |
| 4. Office Administrator | 5          | -                       | 5          | -                       | 5          | -                       |
| 5. General Support      | 1          | -                       | 1          | -                       | 1          | -                       |
| 6. Quality Development  | 33         | -                       | 34         | 1                       | 35         | 1                       |
| 7. Customer Service     | 4          | -                       | 4          | -                       | 4          | -                       |
| 8. Marketing            | 39         | -                       | 33         | -                       | 35         | -                       |
| 9. Business Support     | 120        | 12                      | 138        | 13                      | 133        | 9                       |
| <b>Total</b>            | <b>574</b> | <b>129</b>              | <b>598</b> | <b>131</b>              | <b>609</b> | <b>172</b>              |

### 7.7.2 The Employee Remuneration

#### Monetary compensation

In 2023, the company paid to employees (excluding Directors) of THB **241,386,452** as the remuneration in the form of salaries, bonuses, overtime and other benefits as the following details.

| Revenue (Baht)   | 2022               | 2023               | 2024               |
|------------------|--------------------|--------------------|--------------------|
| Salary           | 139,490,223        | 136,592,411        | 167,714,371        |
| Overtime         | 45,602,344         | 50,525,347         | 53,413,825         |
| Bonus            | 15,259,305         | 14,645,119         | 17,161,757         |
| Provident Fund * | 1,922,978          | 2,281,518          | 3,096,499          |
| <b>Total</b>     | <b>202,274,850</b> | <b>204,044,395</b> | <b>241,386,452</b> |

\* Provident Fund starts in 2016

#### Other Remuneration

-None-

### 7.7.3 Labor disputes

-None-

#### 7.7.4 Personnel Development Policy

The Company recognizes the importance of personnel within the organization so the Company is scheduled of training and improves the personnel of the Company continuously. The objective is to increase the knowledge, skills and expertise, including efficiency in the performance of employees at all levels. As well as inviting speakers from external institutions to lecture and educate more employees, the Company will review and update training courses which are always up to date and appropriate.

The training and development is direct responsibility of the commander who plan and follow up closely, the Company will take care of the progress of employees' work thoroughly and fairly. Determined in accordance with the level of knowledge, skills and abilities of its employees, the Company will consider managing employees and executives in various operations, attending workshops and seminars on matters relating to the performance of each department more consistently.

### 7.8 Other important information

#### Audit Fee

##### 1. Audit Fee

In the year 2020-2024 the remuneration for the auditor of the company Consists of annual audit fees and the review fee for the 3 quarterly financial statements, with the following details

| Year | Amount (Baht) |
|------|---------------|
| 2020 | 1,650,000     |
| 2021 | 1,360,000     |
| 2022 | 1,600,000     |
| 2023 | 1,675,000     |
| 2024 | 1,715,000     |

##### 2. Non-Audit Fee

- Inventory destruction observation fee in the amount of THB 20,000.

## 8. Corporate Governance Report

### 8.1 The Board of Directors' Performance during the Previous Year

#### 8.1.1 Evaluation of the performance of the committee

The Company has determined that the Board of Directors' performance is assessed annually for the Board to review the performance, problems and obstacles during the past year. by self-assessment of the entire committee and individual self-assessment by dividing the score level into 5 levels. The score is good to very good and summarize the overall assessment results to the Board of Directors. and disclosed in the annual report To provide such evaluation with appropriate criteria. The Board of Directors has been informed of the results of the assessment. and take feedback from the evaluation come up with a concrete approach to improve the efficiency of the Board of Directors.

For 2024, the Board has its own performance appraisal. The results of the assessment can be summarized as follows:

1. The self-assessments of the Board of Directors (as a team).
2. The self-assessments of the Board of Directors (as an individual).
3. The self-assessments of the Audit Committee.
4. The self-assessments of the Nomination and Remuneration Committee.
5. The self-assessments of the Risk Management Committee.
6. The self-assessments of senior management.

#### 8.1.2 Nomination and Appointment of Directors and top management.

##### Nomination and Appointment of Directors and Sub-Committees

The Board ensures that the nomination and selection process of directors is transparent and clear in order to obtain qualified directors in accordance with the specified elements as follows:

1. Minority shareholders are given the opportunity to nominate qualified persons. to be considered for election as a director.

2. Qualifications according to laws and relevant requirements, such as the Public Company Limited Act, the Securities and Exchange Act B.E. 2535, the Company's Articles of Association. and good corporate governance principles of the Company Including considering the criteria for nomination of directors. of the Stock Exchange of Thailand

3. Consider knowledge, competence, skills, experiences and specific qualifications in various fields that are necessary and consistent with the Company's business strategies. Including using the Director Pool database of the Thai Institute of Directors Association (IOD) as a component in recruiting new directors.

4. Prepare (Board Skill Matrix) specifies the qualifications of the directors to be recruited. And consider skills and expertise in various fields, including law, accounting, finance, economics, engineering, and management, public health and other related businesses to integrate knowledge and skills that are beneficial to the operations of the company.

5. Consider the dedication of the directors' time. If it is the same director who will return to the position for another term may be considered based on performance during the tenure including considering the number of companies that each director will hold positions to suit the nature or business conditions of the company which should not exceed 5 listed companies on the stock exchange to ensure that performance is not compromised.

#### Senior management recruitment

The board of director ensures that the recruitment and development of senior executives has the knowledge, skills, experience and qualifications necessary to drive the organization towards its goals.

1. Consider the criteria and methods for recruiting qualified persons to hold senior management positions.
2. Ensure that there is a succession plan in place to prepare for the succession of senior executive positions. in order for the business to continue
3. Promote and support senior executives to receive training and development in order to increase their knowledge and experience that are beneficial to their work.
4. Establish policies and procedures for high-ranking executives to hold directorship positions in other companies. Both the type of directorship and the number of companies that can be held in the position.

#### The Composition and Appointment of the Board of Directors

The composition of nomination, appointment and dismissal of directors of the Company is defined in the Articles of Association of the Company. This can be summarized as follows.

1. The Board of Directors shall consist of not less than five directors and not less than one-half of the directors who has resident in the Kingdom and must qualify under the law.
2. The shareholders must elect directors according to the rules and procedures below.
  - (1) Each shareholder has one vote for each share held.
  - (2) Each shareholder can vote one or more directors in the same time but if elect many directors they cannot divide the votes more or less to anyone.
  - (3) A person who receives the highest votes in descending order are elected as a Director of the Board of Directors shall have a casting vote at that meeting. If the person elected in descending order of votes equal to the number of directors appointed or elected on that occasion, the chairperson has the final vote.
3. In every annual general meeting of shareholders, there are one-third of the directors to retire at the time. If the number cannot divide into three parts then retire should be the nearest number to one third. The directors to retire in the first year and second year after company registration need to do the draw lots. In the next years, the directors who have the longest year in this position shall retire from office. Directors to retire by rotation may be selected to get a new one.
4. Any director will resign need to submit his resignation letter to the company. The resignation is effective from the date that the company had received the resignation letter.
5. In cases where the position is vacant due to reasons other than the expiration of the term; the Board may choose someone who is qualified and there is no prohibition under the law on public companies



and / or regulation of the Securities and Exchange Commission to be represented at the next meeting. If the term of directors is less than two months, an exception is the Board of Directors will hold office only for the remaining term of the director he replaces the resolution of the Board of Directors shall consist of not less than three-fourths of the remaining directors.

6. At the meeting, shareholders may vote for any director from office before the expiration of the term by a vote of not less than three-fourths of the shareholders present at the meeting and entitled to vote and holding shares amounting not less than one-half of the shares held by the shareholders present at the meeting and entitled to vote.

### **The Composition and appointment of Independent Directors**

Board of Directors will consider the introduction of a common property of the person to be appointed as independent directors based on qualifications and disqualification of directors under the Public Law on the Securities and Exchange Commission Notification of the Capital Market Commission, including relevant rules, regulations and / or regulations. In addition, the Board of Directors is considered an independent panel of experts, experience and the suitability of each other and then to propose to the shareholders' meeting to appoint a director to the company's policy of appointing independent directors, at least one third of the total membership and shall consist of not less than three persons.

### **The Qualifications of Independent Directors**

1. Shareholders does not exceed one percent of the shares with voting rights of the company, its subsidiaries, affiliates or juristic persons that may have conflicts of interest. Including the shares held by related persons.

2. Never or used to be a director, an employee, a consultant who receive a monthly salary or controlling shareholders of the Company, its subsidiaries, affiliates, subsidiaries, parent company, the same order or legal entities that have conflicts. Unless it is clear from the foregoing relationship not less than two years before the date of submission of the application to the SEC.

3. Not a person who has blood ties or by legal registration as father, mother, spouse, siblings, spouses and children, including spouses and the children of executives, major shareholders, controlling shareholders or the person who will be nominated as executive or controlling persons of the Company or its subsidiaries.

4. Never or ever had a business relationship with the company, its subsidiaries, affiliates or entities that have conflicts in a manner that may impede their independent judgment including being or having been a major shareholder, Directors who are not Independent Directors or executive of those that have a business relationship with the company, parent company, subsidiaries, affiliates or entities that have conflicts. Unless it is clear from the foregoing relationship not less than two years before the date of submission of the application to the SEC.

5. Not being or having been an auditor of the company, its subsidiaries, affiliates or entities that have conflicts and is the majority shareholder, the independent non-executive, director or managing partner of the audit firm, the auditor of the company, its subsidiaries, affiliates or entities affiliated with conflict. Unless it

is clear from the foregoing relationship not less than two years before the date of submission of the application to the office.

6. Not being or having been a professional service at all, this includes serving as a legal advisor or financial advisor which has been gained over two million baht per year from the company, its subsidiaries, affiliates or entities that have conflicts. In the case of professional services as a corporate entity, the offer includes a major shareholder, a member who is not a director, executive or managing partner, providers of professional services, unless exempted by the looks of it for not less than two years before the date of submission of the application to the office.

7. Not being a director appointed as a representative of the Company's directors, major shareholders or shareholders who are related to the major shareholders of the Company.

8. Do not operate the same nature and in competition with the business of the Company or partnerships that were in partnership or a director, an employee, a consultant who receive a monthly salary or holding more than 1 per cent of the shares with voting rights of the company which has the same business nature and in competition with the business of the Company.

9. There is no any other way that makes it impossible to provide an independent opinion about the company.

#### **The Composition and appointment of the Audit Committee**

Board of Directors will appoint the Audit Committee, which the Audit Committee consists of at least three members appointed by the independent directors of the Company who are qualifying securities law and stock exchange including regulations and / or regulations of the Stock Exchange of Thailand. In addition, the independent directors who appointed the Audit Committee must have the following additional features.

1. Not being a director appointed by the Board of Directors to decide on the operation of the company, its subsidiaries, affiliated companies, subsidiaries of the same or legal entities that have conflicts.

2. Not being a director of the parent company or subsidiaries of the same, only the listed companies.

3. Knowledgeable and experienced enough to be able to act as Audit Committee shall have at least one person who is knowledgeable and experienced enough to be able to serve on the review of the reliability of financial statements.

Therefore, each audit committee shall have a term of office of three years.

### 8.1.3 Remuneration of Directors

#### Monetary compensation

##### Meeting Allowance

| Position       | Board of Directors | Audit Committee | Executive Committee | Nomination and Remuneration Committee | Risk Management Committee |
|----------------|--------------------|-----------------|---------------------|---------------------------------------|---------------------------|
| Chairman       | 50,000             | 30,000          | 25,000              | 25,000                                | 20,000                    |
| Vice president | -                  | -               | -                   | -                                     | 20,000                    |
| Director       | 25,000             | 25,000          | 20,000              | 20,000                                | 15,000                    |
| Secretary      | 5,000              | 4,000           | 4,000               | 4,000                                 | 4,000                     |

#### Other compensation

- None -

In 2024, the Company has to pay the remuneration to the Board of Directors amount THB 4,015,000 as the following details.

(Unit : Baht)

| No.   | Name                              | Compensation/Attendance |           |           |           |                 |           |         |           |                |           |         |           |                             |           |         |           |                    |            |           |            |           |           |
|-------|-----------------------------------|-------------------------|-----------|-----------|-----------|-----------------|-----------|---------|-----------|----------------|-----------|---------|-----------|-----------------------------|-----------|---------|-----------|--------------------|------------|-----------|------------|-----------|-----------|
|       |                                   | Board of Director       |           |           |           | Audit Committee |           |         |           | Risk Committee |           |         |           | Nomination and Remuneration |           |         |           | Executive Director |            |           |            | Total     | Total     |
|       |                                   | 2023                    |           | 2024      |           | 2023            |           | 2024    |           | 2023           |           | 2024    |           | 2023                        |           | 2024    |           | 2022               |            | 2024      |            | 2023      | 2024      |
|       |                                   | (Baht)                  | (5 Times) | (Baht)    | (5 Times) | (Baht)          | (5 Times) | (บาท)   | (4 ครั้ง) | (Baht)         | (4 Times) | (Baht)  | (3 Times) | (Baht)                      | (5 Times) | (Baht)  | (5 Times) | (Baht)             | (12 Times) | (Baht)    | (13 Times) | (Baht)    | (Baht)    |
| 1     | Admiral Surasak Rounroengrom      | 216,000                 | 5/5       | 244,000   | 5/5       |                 |           |         |           |                |           |         |           |                             |           |         |           |                    |            |           |            | 216,000   | 244,000   |
| 2     | Dr.Surin Koocharoenprasit         | 108,000                 | 5/5       | 122,000   | 5/5       | 133,000         | 5/5       | 117,000 | 4/4       |                |           |         |           | 100,000                     | 5/5       | 90,000  | 4/4       |                    |            |           |            | 341,000   | 329,000   |
| 3     | Mr. Worapol Wiryakulapong         | 108,000                 | 5/5       | 122,000   | 5/5       | 108,000         | 5/5       | 97,000  | 4/4       | 80,000         | 4/4       | 70,000  | 3/3       |                             |           |         |           |                    |            |           |            | 296,000   | 289,000   |
| 4     | Mr.Vuthichai Tumasaroj            | 108,000                 | 5/5       | 122,000   | 5/5       | 108,000         | 5/5       | 97,000  | 4/4       | 60,000         | 4/4       | 55,000  | 3/3       |                             |           |         |           |                    |            |           |            | 276,000   | 274,000   |
| 5     | Mr. Amnuay Oerareemitr            | 108,000                 | 5/5       | 122,000   | 5/5       |                 |           |         |           |                |           |         |           | 60,000                      | 4/5       | 70,000  | 4/4       | 196,000            | 12/12      | 245,000   | 13/13      | 364,000   | 437,000   |
| 6     | Mr. Suthipong Tangsajajpoj        | 108,000                 | 5/5       | 122,000   | 5/5       |                 |           |         |           | 60,000         | 4/4       | 55,000  | 3/3       |                             |           |         |           | 196,000            | 12/12      | 245,000   | 13/13      | 364,000   | 422,000   |
| 7     | Mrs. Orasa Tangsajajpoj           | 108,000                 | 5/5       | 122,000   | 5/5       |                 |           |         |           |                |           |         |           |                             |           |         |           | 136,000            | 12/12      | 180,000   | 13/13      | 244,000   | 302,000   |
| 8     | Mrs. Kanchana Oerareemitr         | 108,000                 | 5/5       | 122,000   | 5/5       |                 |           |         |           |                |           |         |           |                             |           |         |           | 136,000            | 12/12      | 165,000   | 12/13      | 244,000   | 287,000   |
| 9     | Mr. Wanlop Popiantong             | 86,000                  | 4/5       | 122,000   | 4/5       |                 |           |         |           |                |           |         |           |                             |           |         |           | 136,000            | 12/12      | 165,000   | 12/13      | 222,000   | 287,000   |
| 10    | Mr. Metha Wanadilok 2)            | 108,000                 | 5/5       | 122,000   | 5/5       |                 |           |         |           |                |           |         |           |                             |           |         |           | 136,000            | 12/12      | 180,000   | 13/13      | 244,000   | 302,000   |
| 11    | Dr. Amnaj Eur-Areemitr            | 108,000                 | 5/5       | 122,000   | 5/5       |                 |           |         |           |                |           |         |           |                             |           |         |           | 136,000            | 12/12      | 180,000   | 13/13      | 244,000   | 302,000   |
| 12    | Dr. Kaweechai Lertussawat         |                         |           |           |           |                 |           |         |           | 60,000         | 4/4       | 55,000  | 3/3       |                             |           |         |           | 136,000            | 12/12      | 180,000   | 13/13      | 196,000   | 235,000   |
| 13    | Mrs. Pichamonch Patanapoonyapirom |                         |           |           |           |                 |           |         |           | 60,000         | 4/4       | 55,000  | 3/3       | 75,000                      | 5/5       | 70,000  | 4/4       | 136,000            | 12/12      | 180,000   | 13/13      | 271,000   | 305,000   |
| Total |                                   | 1,274,000               |           | 1,464,000 |           | 349,000         |           | 311,000 |           | 320,000        |           | 290,000 |           | 235,000                     |           | 230,000 |           | 1,344,000          |            | 1,720,000 |            | 3,522,000 | 4,015,000 |

#### 8.1.4 Report of securities holding of directors and senior executives of the company for the year 2024

| No                        | Name  | Relationship                                       | shares held at the beginning of the year<br>(XO 30 JAN 2024) |                      | shares held at the beginning of the year<br>(XO 3 JAN 2025) |                      | Increase (decrease) |
|---------------------------|---|--|--|----------------------|---|----------------------|---------------------|
|                           |   |  | Number of shares   | % Of paid-up capital | Number of shares  | % Of paid-up capital | Number of shares    |
| 1                         | Admiral Surasak Rounengrom                              | Chairman of the Board                              | 533,000  | 0.075%               | 546,325   | 0.064%               | 13,325              |
|                           | Spouse and underage child                               |  | -  | -                    | -   | -                    | -                   |
| 2                         | Dr. Surin Koocharoenprasit                              | Chairman of Audit Committee / Independent Director | 426,400  | 0.060%               | 845,590   | 0.099%               | 419,190             |
|                           | Spouse and underage child                               |  | -  | -                    | -   | -                    | -                   |
| 3                         | Mr. Worapol Wiriyakulapong                              | Independent Director / Audit Committee             | 426,400  | 0.060%               | 440,060   | 0.051%               | 13,660              |
|                           | Spouse and underage child                               |  | -  | -                    | -   | -                    | -                   |
| 4                         | Mr. Vuthichai Tumasaroj                                 | Independent Director / Audit Committee             | 426,400  | 0.060%               | 546,325   | 0.064%               | 119,925             |
|                           | Spouse and underage child                               |  | -  | -                    | -   | -                    | -                   |
| 5                         | Mrs. Orasa Tangsajjapoj                                 | Director   | 48,800,000   | 6.871%               | 58,600,000  | 6.849%               | 9,800,000           |
|                           | Spouse and underage child                               |  | -  | -                    | -   | -                    | -                   |
| 6                         | Mr. Amnuay Oerareemitr                                  | Director   | 36,490,000   | 5.138%               | 29,463,250  | 3.444%               | 7,026,750           |
|                           | Spouse and underage child                               |  | -  | -                    | -   | -                    | -                   |
| 7                         | Mrs. Kanchana Oerareemitr                               | Director   | 23,217,480   | 3.269%               | 24,791,600  | 2.898%               | 1,574,120           |
|                           | Spouse and underage child                               |  | -  | -                    | -   | -                    | -                   |
| 8                         | Dr. Amnraj Eur-Areemitr                                 | Director/Senior Management                         | 5,576,000  | 0.785%               | 6,050,024   | 0.707%               | 474,024             |
|                           | Spouse and underage child                               |  | -  | -                    | -   | -                    | -                   |
| 9                         | Mr. Suttipong Tangsajjapoj                              | Director/Senior Management                         | 21,060,000   | 2.965%               | 25,076,010  | 2.931%               | 4,016,010           |
|                           | Spouse and underage child (Mrs. Anongporn Tangsajjapoj) |  | 3,240,640  | 0.456%               | 3,649,451   | 0.427%               | 408,811             |
| 10                        | Mr. Wanlop Popianthong                                  | Director   | 5,403,127  | 0.761%               | 5,980,297   | 0.699%               | 577,170             |
|                           | Spouse and underage child                               |  | -  | -                    | -   | -                    | -                   |
| 11                        | Mr. Metha Wanadilok                                     | Director   | 11,654,710.0   | 1.641%               | 11,932,327.0  | 1.395%               | 277,617             |
|                           | Spouse and underage child (Mrs. Smorn Wanadilok)        |  | 1,912,420  | 0.269%               | 2,270,105   | 0.265%               | 357,685             |
| 12                        | Dr. Kaweechai Lertassawat                               | Senior Management                                  | 15,850,000   | 2.232%               | 16,300,856  | 1.905%               | 450,856             |
|                           | Spouse and underage child                               |  | -  | -                    | -   | -                    | -                   |
| 13                        | Mrs. Pichamonch Patanaponyapiro                         | Senior Management                                  | 4,527,630  | 0.638%               | 5,490,307   | 0.642%               | 962,677             |
|                           | Spouse and underage child                               |  | -  | -                    | -   | -                    | -                   |
| 14                        | Dr. Nitta Oerareemitr                                   | Senior Management                                  | 21,433,160   | 3.018%               | 22,631,589  | 2.645%               | 1,198,429           |
|                           | Spouse and underage child                               |  | -  | -                    | -   | -                    | -                   |
| Board and Executive Group |   |  | 200,977,367  | 28.30%               | 214,614,116   | 25.08%               | 13,636,749          |
| Other                     |   |  | 509,212,488  | 71.70%               | 640,982,281   | 74.92%               |                     |
| Number of shares          |   |  | 710,189,855  | 100.00%              | 855,596,397   | 100.00%              |                     |

#### 8.1.5 The Regulatory Operations of Subsidiaries and Affiliates

The company aims to invest in companies that engage in business as the core business of the Company or a similar entity or acquisitions that support the company's business. This will enable the Company Turnover or profit increase or invest in businesses that benefit (Synergy) to the company. You can support the core business of the Company for a more comprehensive to increase the competitiveness of the company.

In the supervision of subsidiaries and associates, the company will send a director or executive with qualifications and experience appropriate to the business to be represented in the management of subsidiaries and affiliates; to set policy and control the operations of its subsidiaries and / or affiliates. Thereof, the directors which are representative of the company must act in corporate subsidiaries and / or associates to manage. Or implementation of various policies including the Company's discretion must be used in accordance with the resolutions of the Board of Directors and / or the shareholders' meeting to approve the company's key subsidiaries, and / or its affiliates to cause the maximum benefit to the sustained growth of the company. In addition, the Company has determined that the directors representing the Company must ensure that its subsidiaries in the transaction, the acquisition or disposition of assets or any other major transaction of the Company shall be completely correct. The rules relating to the disclosure of information in the same manner as the rules of the company and the company has a system of internal control and internal audit are appropriate and effective. The review of the operations of its subsidiaries to comply with the law, the Securities and Exchange

Commission SET regulations and laws including a regulatory filing, the accounting of the subsidiaries of the Company which can check and garnered the consolidation deadline.

#### 8.1.6 Control of the use of inside information

1. The Company has informed directors and executives of their responsibilities in reporting their holdings of the Company's securities, including those held by their spouses, domestic partners, and minor children. This also includes reporting any changes in their securities holdings to the Securities and Exchange Commission (SEC) under Section 59 within three business days from the date of purchase, sale, transfer, or receipt of transfer of such securities, as well as the penalties stipulated under the Securities and Exchange Act B.E. 2535 (1992).

2. Directors, executives, senior accounting or finance officers, and related personnel, including their spouses and minor children, are strictly prohibited from using the Company's inside information that may affect the price of the Company's securities, which has not yet been disclosed to the public, for the purpose of buying, selling, offering to buy, offering to sell, or inducing others to buy, sell, offer to buy, or offer to sell the Company's securities, whether directly or indirectly, before such information is disclosed to the public. Such actions are prohibited regardless of whether they are for personal gain or for the benefit of others, or whether the individual receives compensation in return. Any violation of this policy will be subject to the Company's disciplinary measures.

3. The Company has informed directors and executives of their responsibilities in reporting their holdings of the Company's securities, including those held by their spouses and minor children, as well as reporting any changes in their securities holdings to the SEC under Section 59 and the penalties stipulated under the Securities and Exchange Act B.E. 2535 (1992).

4. The Company has established a policy prohibiting directors and executives, including their spouses and minor children, from trading the Company's securities during the 30-day period preceding the disclosure of financial statements and other material information to the public (Blackout Period), as well as for one day following the announcement of such financial statements and material information.

#### 8.1.7 The Practice of Good Governance on the Other

The Company has policy and guidelines for the remuneration of directors and senior management, including the sub-commission which comparison with the industry experience, scope of duties and responsibilities includes the benefits expected to be received by each director. And to adhere to the principles of good corporate governance, the company has prepared a summary of attendance of Directors sets and meeting allowances in the heading of directors' remuneration and meeting allowances in the heading of directors' remuneration.

The Company Board of Directors has determined that the Company needs to prepare purchase - sale of shares / securities holding company, reporting to the Board of Directors for every meeting, the agenda to be informed by the chairman of a committee, the report on the work progress of the committee to the Board of Directors for every meeting. In order to effectively manage the organization for sustained growth and continues along the path of good governance.

## 8.2 Performance Report of the Audit Committee during the Previous Year

In the past year, the Audit Committee has performed its duties within the scope and responsibilities as assigned by the Board of Directors. This is in line with the regulations of the Stock Exchange of Thailand in 2023. The Audit Committee held a total of 5 meetings, discussion and opinions were exchanged with the management and internal auditors and 4 meetings with auditors without management to consult independently on the essential matters of the preparation of the financial statements and annual audit plan. The Audit Committee performs its duties using knowledge, various abilities to respond to business operations with caution, prudence, independence and compliance as stipulated in the Audit Committee charter approved by the Board of Directors in giving opinions and suggestions for equal benefits to all stakeholders and is of the opinion that the company has reported the financial information and operates correctly. There is an appropriate internal control system and effective internal audits. Operate in accordance with good corporate governance principles as well as complying with all laws, rules and regulations related to business operations.

## 8.3 Performance Report of the other Sub-Committees

In the past year, the subcommittees, which include the Nomination and Remuneration Committee, the Risk and Sustainability Management Committee and the Executive Committee, have carried out their duties within the scope, responsibilities, and authority assigned by the Board of Directors. Additionally, they have overseen the company's business operations to ensure alignment with the policies, plans and budgets approved by the Board of Directors.

## Report of the Nomination and Remuneration Committee

Dear Shareholders of Ekachai Medical Care Public Company Limited

The Nomination and Remuneration Committee performed duties as assigned by the Board of Director under defined duties and responsibilities consideration of criteria, guidelines and recruitment processes to present to the Board of Directors' meeting consider and approve before proposing to the shareholders' meeting for approval annually.

The Nomination and Remuneration Committee comprised of 3 persons as follow;:

- |                                      |   |
|--------------------------------------|---|
| 1. Dr. Surin Koocharoenprasit        | Chairman of the Nomination and Remuneration Committee |
| 2. Mr. Amnuay Oerareemitr            | Nomination and Remuneration Committee                 |
| 3. Mrs. Pichamonch Patanapoonyapirom | Nomination and Remuneration Committee                 |

In 2024, the Nomination and Remuneration Committee held a total of 4 meetings, in which all members of the Nomination and Remuneration Committee attended all meetings in unison (accounting for 100%). The results of the meeting were summarized the report of the Nomination and Remuneration Committee is to be presented to the Board of Directors for acknowledgement. The Nomination and Remuneration Committee concluded its opinion with substantive findings as follows :

1. Reviewing the structure, size, and composition of the Board of Directors and subcommittees. This includes establishing criteria and policies for the nomination of individuals proposed for selection as directors and subcommittee members, ensuring compliance with the defined structure, size, and composition of the Board. Shareholders are given the opportunity to propose qualified candidates for Board nomination. However, in the past year, no individuals were nominated for Board appointment.

2. Considering the remuneration of the Board of Directors and subcommittees. The committee evaluates compensation based on the appropriateness of assigned duties and responsibilities, alignment with the company's performance and individual performance, and benchmarking against comparable businesses. The proposed remuneration is then submitted to the Board of Directors and the Annual General Meeting of Shareholders for approval.

3. Reviewing the criteria and processes for director and subcommittee member selection. This ensures that the selection framework remains appropriate and aligns with prevailing circumstances.

4. Reviewing the performance evaluation criteria for the Board of Directors, this process helps assess the overall effectiveness of the Board.

5. Developing a Board Skill Matrix and an executive development plan . The goal is to enhance directors' and senior executives' knowledge in various aspects, ensuring alignment with the current business landscape.

6. Considering the succession plan for senior executives. The committee prepares for leadership transitions by ensuring continuity in management and developing the capabilities of future leaders.

The Nomination and Remuneration Committee performs its duties with diligence, transparency, and impartiality, adhering to corporate governance principles. The committee ensures that the nomination and remuneration processes remain transparent, instilling confidence among shareholders and stakeholders across all sectors.

*-Surin Koocharoenprasit-*

(Dr. Surin Koocharoenprasit)

Chairman of the Nomination and Remuneration Committee

27 February 2025

## Report of the Risk Management and Sustainability Committee

Dear Shareholders of Ekachai Medical Care Public Company Limited

The Board of Directors Meeting No. 5/2024, held on November 13, 2024, the Board approved the expansion of the authority and responsibilities of the Risk Management Committee, renaming it the Risk Management and Sustainability Committee. This change aims to enhance operational practices and enterprise risk management to align with sustainable business development principles, encompassing environmental, social, and corporate governance (ESG) dimensions. The committee's responsibilities are structured to ensure that Ekachai Medical Care Public Company Limited and its subsidiaries operate in accordance with effective risk management and sustainable business practices, reflecting current economic conditions and governance standards. The committee comprises qualified professionals with extensive knowledge and experience, who are entrusted with overseeing risk management and sustainability initiatives. The list of committee members is as follows:

- |                                      |   |
|--------------------------------------|---|
| 1. Mr. Worapol Wiriakulapong         | Chairman of the Risk Management Committee |
| 2. Mr. Vuthichai Tumasaroj           | Risk Management Committee                 |
| 3. Mr. Suthipong Tangsajjapoj        | Risk Management Committee                 |
| 4. Dr. Kaweechai Lertassawat         | Risk Management Committee                 |
| 5. Mrs. Pichamonch Patanapoonyapirom | Risk Management Committee                 |

In 2024, the Risk Management and Sustainability Committee convened a total of three meetings, with full attendance from all committee members, representing 100% participation. The key discussions and resolutions from these meetings were compiled into the committee's report and submitted to the Board of Directors for acknowledgment. Based on the committee's operations throughout the year, the key observations and assessments are summarized as follows:

1. Reviewed and evaluated the investment in the Cardiovascular Center project, with a total investment value of THB 13.74 million and an equity stake of 50.50%. The joint venture company was established on September 5, 2024, and is expected to commence operations in Q2/2025.
2. Monitored risk management performance, covering various risk categories, including operational risk, clinical risk/patient safety, strategic risk, financial risk, and hazard risk. As of December 31, 2024, the risk assessment results indicated that risks remained at an acceptable level, with compliance with regulatory, social, and environmental responsibilities, as well as emerging risks.
3. Oversaw the management team in identifying potential risks and assessing their impact on the company's business and financial performance, considering both internal and external risks. Additionally, a risk management plan was established to mitigate risks to an acceptable level and minimize the likelihood of potential future risks.
4. Reviewed and monitored the implementation of the risk management plan to ensure that the Group effectively managed risks, aligned with the evolving business environment, and maintained key risks at an acceptable level.
5. Supervised and supported the preparation of the company's sustainability development data for the 2024 reporting period, ensuring accurate and complete disclosure in compliance with the requirements of the Securities and Exchange Commission (SEC) for the 56-1 One Report.

6. Reviewed and updated policies and measures related to risk management, ensuring they serve as practical guidelines for various functions within the organization according to their responsibilities.

Additionally, the Risk Management and Sustainability Committee has reviewed its charter and conducted an annual performance evaluation for 2024. The assessment results and recommendations derived from the evaluation have been utilized to enhance operational efficiency. Throughout 2024, the committee has effectively fulfilled its risk management and sustainability development responsibilities as delegated by the Board of Directors. It has consistently monitored, reviewed, and provided recommendations to ensure comprehensive risk management covering both short-term and long-term perspectives. Moreover, the committee has actively supported and facilitated the successful implementation of the sustainability development plan in alignment with the company's strategic objectives.

Furthermore, risk management data and sustainability performance outcomes are disclosed in the sections "Risk Management" and "Sustainable Business Development" of this form 56-1 One Report.

*-Worapol Wiriyakulapong-*

(Mr. Worapol Wiriyakulapong)

Chairman of the Risk Management Committee

27 February 2025

## 9. Internal Control and Related Transactions

### 9.1 Internal Control

#### The Comments on Company Internal Control System

In the meeting of Company Board of Directors No. 2/2025 held on February 27, 2025, there are three Audit Committee members attended the meeting. Company Board of Directors has assessed the adequacy of the internal control of the Company by requesting information from the management which can concludes that the assessment of internal controls of the company consists of five parts as follows.

1. Control Environment
2. Risk Assessment
3. Control Activities
4. Information and Communication
5. Monitoring Activities

The Company Board concludes that the system of internal controls is adequate and reasonable, the Company has provided sufficient personnel to implement such systems efficiently which available to make the operations of the Company run follow as a good corporate governance and transparent. In addition, the company also provides a system for monitoring the operations of the Company to ensure that it can protect the assets of the Company from the directors or executives used wrongfully or without power including an adequate system of internal control over transactions with persons who may have conflicts of interest or related person.

#### The Action on the Internal Controls of the Company

The Company has the Audit Committee to be responsible for reviewing the Company to have an appropriate and effective system of internal control and internal audit as well as the review of the performance of the Company according to the Law on the Securities and Exchange Commission, SET regulations and laws related to the Company's business. The Audit Committee will be meeting together at least once every quarter to consider and take action to correct financial reporting and disclosure of comprehensive and adequate including the related transaction or transactions that may have conflicts of interest in accordance with the laws and regulations of the Capital Market Commission and Stock Market which in the meeting the auditors will be attended to make observations of the audit of the Company.

To process the internal control of the Company effectively, the Company has engaged Ascent Advisory Co., Ltd to audit internal controls of the Company since 2022 ; the internal auditors have done the result of the assessment and monitoring internal controls of the Company and report directly to the Audit Committee continuously. The Company always amends the system operational in various departments upon the recommendation of the internal auditors. Additionally, the Company has implemented KPI (Key Performance Indicator) to control and evaluate the performance of various departments and guiding principles of risk management guidelines of the COSO (The Committee of Sponsoring Organizations of the Tread way Commission) to assess risk and plan for risk management and internal controls of the Company.

In this regard, considering and approving the appointment, removal, and transfer of the person holding the position of the head of the internal audit unit of the Company must be approved (or has been approved) by the Audit Committee.

## 9.2 Related Transaction

### 1. Relationship

The Company has related transactions with related companies, which means the subsidiary the companies that have the person who may have conflict of interest of company, has relationship with the management and shareholders of those companies. The relationship can be summarized as follows.

| Related parties who may have conflict of interest                                       | Relationship   |             |               |               |     |  |               |   |               |               |                           |           |      |         |       |                             |            |      |           |       |                               |            |      |           |       |                            |            |      |        |       |                                   |           |      |        |       |
|---|--|-------------|---------------|---------------|-----|--|---------------|---|---------------|---------------|---------------------------|-----------|------|---------|-------|-----------------------------|------------|------|-----------|-------|-------------------------------|------------|------|-----------|-------|----------------------------|------------|------|--------|-------|-----------------------------------|-----------|------|--------|-------|
| Ekachai Nursing Home Co.,Ltd. (EKN)<br>Business Type: Nursing Home                      | <div>- Joint directors are Mr. Amnaj Eur-Areemitr Mr. Amnuay Oerareemitr and Mr. Suttipong Tangsajjapoj</div> <div>- Co-Shareholder</div> <table><tr><th rowspan="2">Shareholder</th><th colspan="2">EKH</th><th colspan="2">EKN</th></tr><tr><th>No. of Shares</th><th>%</th><th>No. of Shares</th><th>%</th></tr><tr><td>1. Mr. Amnaj Eur-Areemitr</td><td>6,050,024</td><td>0.71</td><td>1</td><td>0.00</td></tr><tr><td>2. Mr. Amnuay Oerareemitr</td><td>29,463,250</td><td>3.44</td><td>1</td><td>0.00</td></tr><tr><td>3. Mr. Suttipong Tangsajjapoj</td><td>25,076,010</td><td>2.93</td><td>1</td><td>0.00</td></tr><tr><td>4. Miss Nittha Oerareemitr</td><td>22,631,589</td><td>2.65</td><td>1</td><td>0.00</td></tr></table>  | Shareholder | EKH           |               | EKN |  | No. of Shares | % | No. of Shares | %             | 1. Mr. Amnaj Eur-Areemitr | 6,050,024 | 0.71 | 1       | 0.00  | 2. Mr. Amnuay Oerareemitr   | 29,463,250 | 3.44 | 1         | 0.00  | 3. Mr. Suttipong Tangsajjapoj | 25,076,010 | 2.93 | 1         | 0.00  | 4. Miss Nittha Oerareemitr | 22,631,589 | 2.65 | 1      | 0.00  |                                   |           |      |        |       |
| Shareholder   | EKH  |             | EKN           |               |     |  |               |   |               |               |                           |           |      |         |       |                             |            |      |           |       |                               |            |      |           |       |                            |            |      |        |       |                                   |           |      |        |       |
|   | No. of Shares  | %           | No. of Shares | %             |     |  |               |   |               |               |                           |           |      |         |       |                             |            |      |           |       |                               |            |      |           |       |                            |            |      |        |       |                                   |           |      |        |       |
| 1. Mr. Amnaj Eur-Areemitr   | 6,050,024  | 0.71        | 1             | 0.00          |     |  |               |   |               |               |                           |           |      |         |       |                             |            |      |           |       |                               |            |      |           |       |                            |            |      |        |       |                                   |           |      |        |       |
| 2. Mr. Amnuay Oerareemitr   | 29,463,250   | 3.44        | 1             | 0.00          |     |  |               |   |               |               |                           |           |      |         |       |                             |            |      |           |       |                               |            |      |           |       |                            |            |      |        |       |                                   |           |      |        |       |
| 3. Mr. Suttipong Tangsajjapoj   | 25,076,010   | 2.93        | 1             | 0.00          |     |  |               |   |               |               |                           |           |      |         |       |                             |            |      |           |       |                               |            |      |           |       |                            |            |      |        |       |                                   |           |      |        |       |
| 4. Miss Nittha Oerareemitr  | 22,631,589   | 2.65        | 1             | 0.00          |     |  |               |   |               |               |                           |           |      |         |       |                             |            |      |           |       |                               |            |      |           |       |                            |            |      |        |       |                                   |           |      |        |       |
| Ekachai International Co.,Ltd. (EKI)<br>Business Type: IVF                              | <div>- Joint directors are Mr. Amnuay Oerareemitr, Mr. Amnaj Eur-Areemitr and Mr. Suttipong Tangsajjapoj</div> <div>- Co-Shareholder</div> <table><tr><th rowspan="2">Shareholder</th><th colspan="2">EKH</th><th colspan="2">EKI</th></tr><tr><th>No. of Shares</th><th>%</th><th>No. of Shares</th><th>%</th></tr><tr><td>Mr. Amnaj Eur-Areemitr</td><td>6,050,024</td><td>0.71</td><td>179,999</td><td>1.05</td></tr><tr><td>Mr. Saktat Patanapunyapirom</td><td>827,548</td><td>0.10</td><td>1,887,551</td><td>11.00</td></tr><tr><td>Mr. Worawut Oerareemitr</td><td>22,734,664</td><td>2.66</td><td>1,287,472</td><td>7.50</td></tr></table>   | Shareholder | EKH           |               | EKI |  | No. of Shares | % | No. of Shares | %             | Mr. Amnaj Eur-Areemitr    | 6,050,024 | 0.71 | 179,999 | 1.05  | Mr. Saktat Patanapunyapirom | 827,548    | 0.10 | 1,887,551 | 11.00 | Mr. Worawut Oerareemitr       | 22,734,664 | 2.66 | 1,287,472 | 7.50  |                            |            |      |        |       |                                   |           |      |        |       |
| Shareholder   | EKH  |             | EKI           |               |     |  |               |   |               |               |                           |           |      |         |       |                             |            |      |           |       |                               |            |      |           |       |                            |            |      |        |       |                                   |           |      |        |       |
|   | No. of Shares  | %           | No. of Shares | %             |     |  |               |   |               |               |                           |           |      |         |       |                             |            |      |           |       |                               |            |      |           |       |                            |            |      |        |       |                                   |           |      |        |       |
| Mr. Amnaj Eur-Areemitr  | 6,050,024  | 0.71        | 179,999       | 1.05          |     |  |               |   |               |               |                           |           |      |         |       |                             |            |      |           |       |                               |            |      |           |       |                            |            |      |        |       |                                   |           |      |        |       |
| Mr. Saktat Patanapunyapirom   | 827,548  | 0.10        | 1,887,551     | 11.00         |     |  |               |   |               |               |                           |           |      |         |       |                             |            |      |           |       |                               |            |      |           |       |                            |            |      |        |       |                                   |           |      |        |       |
| Mr. Worawut Oerareemitr   | 22,734,664   | 2.66        | 1,287,472     | 7.50          |     |  |               |   |               |               |                           |           |      |         |       |                             |            |      |           |       |                               |            |      |           |       |                            |            |      |        |       |                                   |           |      |        |       |
| Chok Mahachai Development Co.,Ltd.(CMD)<br>(CMD)<br>Business Type: Property Development | <div>- Joint director is Mr. Wanlop Popientong</div> <div>- Co-Shareholder</div> <table><tr><th rowspan="2">Shareholder</th><th colspan="2">EKH</th><th colspan="2">CMD</th></tr><tr><th>No. of Shares</th><th>%</th><th></th><th>No. of Shares</th></tr><tr><td>1. Mr. Wanlop Popientong</td><td>5,980,297</td><td>0.70</td><td>30,000</td><td>25.00</td></tr><tr><td>2. Mr. Permkiat Popientong</td><td>4,452,382</td><td>0.52</td><td>24,000</td><td>20.00</td></tr><tr><td>3. Mr. Somchai Popientong</td><td>5,545,032</td><td>0.65</td><td>24,000</td><td>20.00</td></tr><tr><td>4. Mr. Wanchai Popientong</td><td>1,988,745</td><td>0.23</td><td>24,000</td><td>20.00</td></tr><tr><td>5. Mrs. Aoithip Leelathawornpanya</td><td>3,350,871</td><td>0.39</td><td>18,000</td><td>15.00</td></tr></table> | Shareholder | EKH           |               | CMD |  | No. of Shares | % |               | No. of Shares | 1. Mr. Wanlop Popientong  | 5,980,297 | 0.70 | 30,000  | 25.00 | 2. Mr. Permkiat Popientong  | 4,452,382  | 0.52 | 24,000    | 20.00 | 3. Mr. Somchai Popientong     | 5,545,032  | 0.65 | 24,000    | 20.00 | 4. Mr. Wanchai Popientong  | 1,988,745  | 0.23 | 24,000 | 20.00 | 5. Mrs. Aoithip Leelathawornpanya | 3,350,871 | 0.39 | 18,000 | 15.00 |
| Shareholder   | EKH  |             | CMD           |               |     |  |               |   |               |               |                           |           |      |         |       |                             |            |      |           |       |                               |            |      |           |       |                            |            |      |        |       |                                   |           |      |        |       |
|   | No. of Shares  | %           |               | No. of Shares |     |  |               |   |               |               |                           |           |      |         |       |                             |            |      |           |       |                               |            |      |           |       |                            |            |      |        |       |                                   |           |      |        |       |
| 1. Mr. Wanlop Popientong  | 5,980,297  | 0.70        | 30,000        | 25.00         |     |  |               |   |               |               |                           |           |      |         |       |                             |            |      |           |       |                               |            |      |           |       |                            |            |      |        |       |                                   |           |      |        |       |
| 2. Mr. Permkiat Popientong  | 4,452,382  | 0.52        | 24,000        | 20.00         |     |  |               |   |               |               |                           |           |      |         |       |                             |            |      |           |       |                               |            |      |           |       |                            |            |      |        |       |                                   |           |      |        |       |
| 3. Mr. Somchai Popientong   | 5,545,032  | 0.65        | 24,000        | 20.00         |     |  |               |   |               |               |                           |           |      |         |       |                             |            |      |           |       |                               |            |      |           |       |                            |            |      |        |       |                                   |           |      |        |       |
| 4. Mr. Wanchai Popientong   | 1,988,745  | 0.23        | 24,000        | 20.00         |     |  |               |   |               |               |                           |           |      |         |       |                             |            |      |           |       |                               |            |      |           |       |                            |            |      |        |       |                                   |           |      |        |       |
| 5. Mrs. Aoithip Leelathawornpanya   | 3,350,871  | 0.39        | 18,000        | 15.00         |     |  |               |   |               |               |                           |           |      |         |       |                             |            |      |           |       |                               |            |      |           |       |                            |            |      |        |       |                                   |           |      |        |       |

| Related parties who may have conflict of interest   | Relationship   |             |               |       |     |  |               |   |               |   |                             |            |      |           |       |                            |            |      |           |      |                             |            |      |           |      |                             |            |      |           |      |                             |            |      |           |       |                           |            |      |         |      |                               |            |      |         |      |
|---|--|-------------|---------------|-------|-----|--|---------------|---|---------------|---|-----------------------------|------------|------|-----------|-------|----------------------------|------------|------|-----------|------|-----------------------------|------------|------|-----------|------|-----------------------------|------------|------|-----------|------|-----------------------------|------------|------|-----------|-------|---------------------------|------------|------|---------|------|-------------------------------|------------|------|---------|------|
| D-Land Group Co.,Ltd.(DLG)<br>Business Type: Property Development                             | <div>- Joint directors is Mr. Wanlop Popientong</div> <div>- Co-Shareholder</div> <table><tr><th rowspan="2">Shareholder</th><th colspan="2">EKH</th><th colspan="2">DLG</th></tr><tr><th>No. of Shares</th><th>%</th><th>No. of Shares</th><th>%</th></tr><tr><td>1. Mr. Wanlop Popientong</td><td>5,980,297</td><td>0.70</td><td>495,600</td><td>7.08</td></tr><tr><td>2. Mr. Permkiat Popientong</td><td>4,452,382</td><td>0.52</td><td>396,200</td><td>5.66</td></tr><tr><td>3. Mr. Somchai Popientong</td><td>5,545,032</td><td>0.65</td><td>396,200</td><td>5.66</td></tr></table>   | Shareholder | EKH           |       | DLG |  | No. of Shares | % | No. of Shares | % | 1. Mr. Wanlop Popientong    | 5,980,297  | 0.70 | 495,600   | 7.08  | 2. Mr. Permkiat Popientong | 4,452,382  | 0.52 | 396,200   | 5.66 | 3. Mr. Somchai Popientong   | 5,545,032  | 0.65 | 396,200   | 5.66 |                             |            |      |           |      |                             |            |      |           |       |                           |            |      |         |      |                               |            |      |         |      |
| Shareholder   | EKH  |             | DLG           |       |     |  |               |   |               |   |                             |            |      |           |       |                            |            |      |           |      |                             |            |      |           |      |                             |            |      |           |      |                             |            |      |           |       |                           |            |      |         |      |                               |            |      |         |      |
|   | No. of Shares  | %           | No. of Shares | %     |     |  |               |   |               |   |                             |            |      |           |       |                            |            |      |           |      |                             |            |      |           |      |                             |            |      |           |      |                             |            |      |           |       |                           |            |      |         |      |                               |            |      |         |      |
| 1. Mr. Wanlop Popientong  | 5,980,297  | 0.70        | 495,600       | 7.08  |     |  |               |   |               |   |                             |            |      |           |       |                            |            |      |           |      |                             |            |      |           |      |                             |            |      |           |      |                             |            |      |           |       |                           |            |      |         |      |                               |            |      |         |      |
| 2. Mr. Permkiat Popientong  | 4,452,382  | 0.52        | 396,200       | 5.66  |     |  |               |   |               |   |                             |            |      |           |       |                            |            |      |           |      |                             |            |      |           |      |                             |            |      |           |      |                             |            |      |           |       |                           |            |      |         |      |                               |            |      |         |      |
| 3. Mr. Somchai Popientong   | 5,545,032  | 0.65        | 396,200       | 5.66  |     |  |               |   |               |   |                             |            |      |           |       |                            |            |      |           |      |                             |            |      |           |      |                             |            |      |           |      |                             |            |      |           |       |                           |            |      |         |      |                               |            |      |         |      |
| Fishmeal Marketing Development Co.,Ltd. (FMD)<br>Business Type: Fishmeal Producer             | <div>- Joint director are Mr. Amnuay Oerareemitr, Mrs. Kanjana Oerareemitr &amp; Mr. Suthipong Tangsajjapoj</div> <div>- Co-Shareholder</div> <table><tr><th rowspan="2">Shareholder</th><th colspan="2">EKH</th><th colspan="2">FMD</th></tr><tr><th>No. of Shares</th><th>%</th><th>No. of Shares</th><th>%</th></tr><tr><td>1. Mr. Amnuay Oerareemitr</td><td>29,463,250</td><td>3.44</td><td>5,040,000</td><td>28.00</td></tr><tr><td>2. Miss Nittha Oerareemitr</td><td>22,631,589</td><td>2.65</td><td>1,400,000</td><td>7.78</td></tr><tr><td>3. Mr. Worrawut Oerareemitr</td><td>22,734,664</td><td>2.66</td><td>1,400,000</td><td>7.78</td></tr><tr><td>4. Mr. Kittipat Oerareemitr</td><td>27,208,975</td><td>3.18</td><td>1,400,000</td><td>7.78</td></tr><tr><td>5. Mrs.Kanchana Oerareemitr</td><td>24,791,600</td><td>2.90</td><td>4,100,000</td><td>22.78</td></tr><tr><td>6. Mrs.Orasa Tangsajjapoj</td><td>58,600,000</td><td>6.85</td><td>550,000</td><td>3.06</td></tr><tr><td>7. Mr. Suthipong Tangsajjapoj</td><td>25,076,010</td><td>2.93</td><td>770,000</td><td>4.28</td></tr></table> | Shareholder | EKH           |       | FMD |  | No. of Shares | % | No. of Shares | % | 1. Mr. Amnuay Oerareemitr   | 29,463,250 | 3.44 | 5,040,000 | 28.00 | 2. Miss Nittha Oerareemitr | 22,631,589 | 2.65 | 1,400,000 | 7.78 | 3. Mr. Worrawut Oerareemitr | 22,734,664 | 2.66 | 1,400,000 | 7.78 | 4. Mr. Kittipat Oerareemitr | 27,208,975 | 3.18 | 1,400,000 | 7.78 | 5. Mrs.Kanchana Oerareemitr | 24,791,600 | 2.90 | 4,100,000 | 22.78 | 6. Mrs.Orasa Tangsajjapoj | 58,600,000 | 6.85 | 550,000 | 3.06 | 7. Mr. Suthipong Tangsajjapoj | 25,076,010 | 2.93 | 770,000 | 4.28 |
| Shareholder   | EKH  |             | FMD           |       |     |  |               |   |               |   |                             |            |      |           |       |                            |            |      |           |      |                             |            |      |           |      |                             |            |      |           |      |                             |            |      |           |       |                           |            |      |         |      |                               |            |      |         |      |
|   | No. of Shares  | %           | No. of Shares | %     |     |  |               |   |               |   |                             |            |      |           |       |                            |            |      |           |      |                             |            |      |           |      |                             |            |      |           |      |                             |            |      |           |       |                           |            |      |         |      |                               |            |      |         |      |
| 1. Mr. Amnuay Oerareemitr   | 29,463,250   | 3.44        | 5,040,000     | 28.00 |     |  |               |   |               |   |                             |            |      |           |       |                            |            |      |           |      |                             |            |      |           |      |                             |            |      |           |      |                             |            |      |           |       |                           |            |      |         |      |                               |            |      |         |      |
| 2. Miss Nittha Oerareemitr  | 22,631,589   | 2.65        | 1,400,000     | 7.78  |     |  |               |   |               |   |                             |            |      |           |       |                            |            |      |           |      |                             |            |      |           |      |                             |            |      |           |      |                             |            |      |           |       |                           |            |      |         |      |                               |            |      |         |      |
| 3. Mr. Worrawut Oerareemitr   | 22,734,664   | 2.66        | 1,400,000     | 7.78  |     |  |               |   |               |   |                             |            |      |           |       |                            |            |      |           |      |                             |            |      |           |      |                             |            |      |           |      |                             |            |      |           |       |                           |            |      |         |      |                               |            |      |         |      |
| 4. Mr. Kittipat Oerareemitr   | 27,208,975   | 3.18        | 1,400,000     | 7.78  |     |  |               |   |               |   |                             |            |      |           |       |                            |            |      |           |      |                             |            |      |           |      |                             |            |      |           |      |                             |            |      |           |       |                           |            |      |         |      |                               |            |      |         |      |
| 5. Mrs.Kanchana Oerareemitr   | 24,791,600   | 2.90        | 4,100,000     | 22.78 |     |  |               |   |               |   |                             |            |      |           |       |                            |            |      |           |      |                             |            |      |           |      |                             |            |      |           |      |                             |            |      |           |       |                           |            |      |         |      |                               |            |      |         |      |
| 6. Mrs.Orasa Tangsajjapoj   | 58,600,000   | 6.85        | 550,000       | 3.06  |     |  |               |   |               |   |                             |            |      |           |       |                            |            |      |           |      |                             |            |      |           |      |                             |            |      |           |      |                             |            |      |           |       |                           |            |      |         |      |                               |            |      |         |      |
| 7. Mr. Suthipong Tangsajjapoj   | 25,076,010   | 2.93        | 770,000       | 4.28  |     |  |               |   |               |   |                             |            |      |           |       |                            |            |      |           |      |                             |            |      |           |      |                             |            |      |           |      |                             |            |      |           |       |                           |            |      |         |      |                               |            |      |         |      |
| Nu Pro Co.,Ltd. (NP)<br>Business Type: Operations producers of raw materials for animal feed. | <div>- Joint director is Mr. Amnuay Oerareemitr</div> <div>- Co-Shareholder</div> <table><tr><th rowspan="2">Shareholder</th><th colspan="2">EKH</th><th colspan="2">NP</th></tr><tr><th>No. of Shares</th><th>%</th><th>No. of Shares</th><th>%</th></tr><tr><td>1. Mr. Amnuay Oerareemitr *</td><td>54,254,850</td><td>6.34</td><td>1,750</td><td>17.50</td></tr></table> <div>Remark : * Total shareholding of related person</div>   | Shareholder | EKH           |       | NP  |  | No. of Shares | % | No. of Shares | % | 1. Mr. Amnuay Oerareemitr * | 54,254,850 | 6.34 | 1,750     | 17.50 |                            |            |      |           |      |                             |            |      |           |      |                             |            |      |           |      |                             |            |      |           |       |                           |            |      |         |      |                               |            |      |         |      |
| Shareholder   | EKH  |             | NP            |       |     |  |               |   |               |   |                             |            |      |           |       |                            |            |      |           |      |                             |            |      |           |      |                             |            |      |           |      |                             |            |      |           |       |                           |            |      |         |      |                               |            |      |         |      |
|   | No. of Shares  | %           | No. of Shares | %     |     |  |               |   |               |   |                             |            |      |           |       |                            |            |      |           |      |                             |            |      |           |      |                             |            |      |           |      |                             |            |      |           |       |                           |            |      |         |      |                               |            |      |         |      |
| 1. Mr. Amnuay Oerareemitr *   | 54,254,850   | 6.34        | 1,750         | 17.50 |     |  |               |   |               |   |                             |            |      |           |       |                            |            |      |           |      |                             |            |      |           |      |                             |            |      |           |      |                             |            |      |           |       |                           |            |      |         |      |                               |            |      |         |      |
| Pro Biotech Feed Co.,Ltd.(PBF)<br>Business Type: Production of Animal Food                    | <div>- Joint director is Mr. Amnuay Oerareemitr</div> <div>- Co-Shareholder</div> <table><tr><th rowspan="2">Shareholder</th><th colspan="2">EKH</th><th colspan="2">PBF</th></tr><tr><th>No. of Shares</th><th>%</th><th>No. of Shares</th><th>%</th></tr><tr><td>1. Mr. Amnuay Oerareemitr *</td><td>54,254,850</td><td>6.34</td><td>84,430</td><td>16.89</td></tr></table> <div>Remark : * Total shareholding of related person</div>   | Shareholder | EKH           |       | PBF |  | No. of Shares | % | No. of Shares | % | 1. Mr. Amnuay Oerareemitr * | 54,254,850 | 6.34 | 84,430    | 16.89 |                            |            |      |           |      |                             |            |      |           |      |                             |            |      |           |      |                             |            |      |           |       |                           |            |      |         |      |                               |            |      |         |      |
| Shareholder   | EKH  |             | PBF           |       |     |  |               |   |               |   |                             |            |      |           |       |                            |            |      |           |      |                             |            |      |           |      |                             |            |      |           |      |                             |            |      |           |       |                           |            |      |         |      |                               |            |      |         |      |
|   | No. of Shares  | %           | No. of Shares | %     |     |  |               |   |               |   |                             |            |      |           |       |                            |            |      |           |      |                             |            |      |           |      |                             |            |      |           |      |                             |            |      |           |       |                           |            |      |         |      |                               |            |      |         |      |
| 1. Mr. Amnuay Oerareemitr *   | 54,254,850   | 6.34        | 84,430        | 16.89 |     |  |               |   |               |   |                             |            |      |           |       |                            |            |      |           |      |                             |            |      |           |      |                             |            |      |           |      |                             |            |      |           |       |                           |            |      |         |      |                               |            |      |         |      |

| Related parties who may have conflict of interest  | Relationship   |             |               |       |     |  |               |   |               |   |                            |            |      |         |       |                               |            |      |         |      |                             |            |      |         |      |                              |           |      |         |      |
|--|--|-------------|---------------|-------|-----|--|---------------|---|---------------|---|----------------------------|------------|------|---------|-------|-------------------------------|------------|------|---------|------|-----------------------------|------------|------|---------|------|------------------------------|-----------|------|---------|------|
| Tha Chin Fish Meal Industry Co., Ltd.<br>(TFI)<br>Business Type: Animal food                   | <div>- Joint director is Mr. Amnuay Oerareemitr</div> <div>- Co-Shareholder</div> <table><tr><th rowspan="2">Shareholder</th><th colspan="2">EKH</th><th colspan="2">TFI</th></tr><tr><th>No. of Shares</th><th>%</th><th>No. of Shares</th><th>%</th></tr><tr><td>1. Mr. Amnuay Oerareemitr</td><td>54,254,850</td><td>6.34</td><td>960,000</td><td>8.00</td></tr><tr><td>2. Mr. Kittipat Oerareemitr</td><td>27,208,975</td><td>3.18</td><td>960,000</td><td>8.00</td></tr><tr><td>3. Mr. Worrawut Oerareemitr</td><td>22,734,664</td><td>2.66</td><td>960,000</td><td>8.00</td></tr><tr><td>4. Miss Anusara Eur-Areemitr</td><td>2,753,478</td><td>0.32</td><td>300,000</td><td>2.50</td></tr></table> <div>Remark : * Total shareholding of related person</div> | Shareholder | EKH           |       | TFI |  | No. of Shares | % | No. of Shares | % | 1. Mr. Amnuay Oerareemitr  | 54,254,850 | 6.34 | 960,000 | 8.00  | 2. Mr. Kittipat Oerareemitr   | 27,208,975 | 3.18 | 960,000 | 8.00 | 3. Mr. Worrawut Oerareemitr | 22,734,664 | 2.66 | 960,000 | 8.00 | 4. Miss Anusara Eur-Areemitr | 2,753,478 | 0.32 | 300,000 | 2.50 |
| Shareholder  | EKH  |             | TFI           |       |     |  |               |   |               |   |                            |            |      |         |       |                               |            |      |         |      |                             |            |      |         |      |                              |           |      |         |      |
|  | No. of Shares  | %           | No. of Shares | %     |     |  |               |   |               |   |                            |            |      |         |       |                               |            |      |         |      |                             |            |      |         |      |                              |           |      |         |      |
| 1. Mr. Amnuay Oerareemitr  | 54,254,850   | 6.34        | 960,000       | 8.00  |     |  |               |   |               |   |                            |            |      |         |       |                               |            |      |         |      |                             |            |      |         |      |                              |           |      |         |      |
| 2. Mr. Kittipat Oerareemitr  | 27,208,975   | 3.18        | 960,000       | 8.00  |     |  |               |   |               |   |                            |            |      |         |       |                               |            |      |         |      |                             |            |      |         |      |                              |           |      |         |      |
| 3. Mr. Worrawut Oerareemitr  | 22,734,664   | 2.66        | 960,000       | 8.00  |     |  |               |   |               |   |                            |            |      |         |       |                               |            |      |         |      |                             |            |      |         |      |                              |           |      |         |      |
| 4. Miss Anusara Eur-Areemitr   | 2,753,478  | 0.32        | 300,000       | 2.50  |     |  |               |   |               |   |                            |            |      |         |       |                               |            |      |         |      |                             |            |      |         |      |                              |           |      |         |      |
| Pacific Marine Food Products Co., Ltd. (PMF)<br>Business Type: Frozen Seafood Business         | <div>- Joint director is Mr. Wanlop Popientong</div> <div>- Co-Shareholder</div> <table><tr><th rowspan="2">Shareholder</th><th colspan="2">EKH</th><th colspan="2">PMF</th></tr><tr><th>No. of Shares</th><th>%</th><th>No. of Shares</th><th>%</th></tr><tr><td>1. Mr. Wanlop Popientong</td><td>5,980,297</td><td>0.70</td><td>50,000</td><td>1.47</td></tr><tr><td>2. Miss Ploypailin Popientong</td><td>5,545,032</td><td>0.65</td><td>85,000</td><td>2.50</td></tr><tr><td>3. Mr. Permkiat Popientong</td><td>4,452,382</td><td>0.52</td><td>85,000</td><td>2.50</td></tr><tr><td>4. Somchai Popientong</td><td>5,545,032</td><td>0.65</td><td>85,000</td><td>2.50</td></tr></table>   | Shareholder | EKH           |       | PMF |  | No. of Shares | % | No. of Shares | % | 1. Mr. Wanlop Popientong   | 5,980,297  | 0.70 | 50,000  | 1.47  | 2. Miss Ploypailin Popientong | 5,545,032  | 0.65 | 85,000  | 2.50 | 3. Mr. Permkiat Popientong  | 4,452,382  | 0.52 | 85,000  | 2.50 | 4. Somchai Popientong        | 5,545,032 | 0.65 | 85,000  | 2.50 |
| Shareholder  | EKH  |             | PMF           |       |     |  |               |   |               |   |                            |            |      |         |       |                               |            |      |         |      |                             |            |      |         |      |                              |           |      |         |      |
|  | No. of Shares  | %           | No. of Shares | %     |     |  |               |   |               |   |                            |            |      |         |       |                               |            |      |         |      |                             |            |      |         |      |                              |           |      |         |      |
| 1. Mr. Wanlop Popientong   | 5,980,297  | 0.70        | 50,000        | 1.47  |     |  |               |   |               |   |                            |            |      |         |       |                               |            |      |         |      |                             |            |      |         |      |                              |           |      |         |      |
| 2. Miss Ploypailin Popientong  | 5,545,032  | 0.65        | 85,000        | 2.50  |     |  |               |   |               |   |                            |            |      |         |       |                               |            |      |         |      |                             |            |      |         |      |                              |           |      |         |      |
| 3. Mr. Permkiat Popientong   | 4,452,382  | 0.52        | 85,000        | 2.50  |     |  |               |   |               |   |                            |            |      |         |       |                               |            |      |         |      |                             |            |      |         |      |                              |           |      |         |      |
| 4. Somchai Popientong  | 5,545,032  | 0.65        | 85,000        | 2.50  |     |  |               |   |               |   |                            |            |      |         |       |                               |            |      |         |      |                             |            |      |         |      |                              |           |      |         |      |
| Thai Feather Meal Factory Co., Ltd. (TFM)<br>Business Type: Feed stuff production from feather | <div>- Joint directors is Mr. Amnuay Oerareemitr</div> <div>- Co-Shareholder</div> <table><tr><th rowspan="2">Shareholder</th><th colspan="2">EKH</th><th colspan="2">TFM</th></tr><tr><th>No. of Shares</th><th>%</th><th>No. of Shares</th><th>%</th></tr><tr><td>1. Mr. Amnuay Oerareemitr*</td><td>54,254,850</td><td>6.34</td><td>1,750</td><td>17.50</td></tr></table> <div>Remark : * Total shareholding of related person</div>  | Shareholder | EKH           |       | TFM |  | No. of Shares | % | No. of Shares | % | 1. Mr. Amnuay Oerareemitr* | 54,254,850 | 6.34 | 1,750   | 17.50 |                               |            |      |         |      |                             |            |      |         |      |                              |           |      |         |      |
| Shareholder  | EKH  |             | TFM           |       |     |  |               |   |               |   |                            |            |      |         |       |                               |            |      |         |      |                             |            |      |         |      |                              |           |      |         |      |
|  | No. of Shares  | %           | No. of Shares | %     |     |  |               |   |               |   |                            |            |      |         |       |                               |            |      |         |      |                             |            |      |         |      |                              |           |      |         |      |
| 1. Mr. Amnuay Oerareemitr*   | 54,254,850   | 6.34        | 1,750         | 17.50 |     |  |               |   |               |   |                            |            |      |         |       |                               |            |      |         |      |                             |            |      |         |      |                              |           |      |         |      |
| Mr. Amnuay Oerareemitr   | - Director, Executive Chairman of the Company and Nomination and Remuneration committee  |             |               |       |     |  |               |   |               |   |                            |            |      |         |       |                               |            |      |         |      |                             |            |      |         |      |                              |           |      |         |      |
| Mr. Suthipong Tangsajjapoj   | - Director, Vice President,Assistant of Hospital Director – Accounting and Finance and Risk Management committee   |             |               |       |     |  |               |   |               |   |                            |            |      |         |       |                               |            |      |         |      |                             |            |      |         |      |                              |           |      |         |      |
| Mrs. Orasa tangsajjapoj  | - Director and Executive Director of the Company   |             |               |       |     |  |               |   |               |   |                            |            |      |         |       |                               |            |      |         |      |                             |            |      |         |      |                              |           |      |         |      |
| Mrs. Kanchana Oerareemitr  | - Director and Executive Director of the Company   |             |               |       |     |  |               |   |               |   |                            |            |      |         |       |                               |            |      |         |      |                             |            |      |         |      |                              |           |      |         |      |
| Mr. Wanlop Popientong  | - Director and Executive Director of the Company   |             |               |       |     |  |               |   |               |   |                            |            |      |         |       |                               |            |      |         |      |                             |            |      |         |      |                              |           |      |         |      |
| Mr. Amnaj Eur-Areemitr   | - Director, Executive Director of the Company and Hospital Director  |             |               |       |     |  |               |   |               |   |                            |            |      |         |       |                               |            |      |         |      |                             |            |      |         |      |                              |           |      |         |      |

## 2. Transactions Details

In 2022 and 2024, the Company has the related transactions with related to the person who may have conflict of interest as the details below:

(1) Hospital Operation Revenue

| Person/Juristic Person that may have conflict | Type of transaction   | Transaction Value/<br>Outstanding Amount<br>(MB) |                                      | Necessary and Rationale of transaction  |
|---|---|--|--------------------------------------|---|
|   |   | 2023   | 2024                                 |   |
| Ekachai Nursing Home Co.,Ltd. (EKN)           | - Revenue from Sales<br>- Revenue from Medical Services<br>- Other Income<br>- Management Fee Income<br>- Trade Receivables and Other Receivables | 2.88<br>2.05<br>0.75<br>-<br>-                   | 0.78<br>3.29<br>0.53<br>1.20<br>0.59 | The company supplies pharmaceuticals, medical supplies, and equipment at cost plus a margin. It provides laboratory services to EKN at contract prices and charges a management fee as stipulated in the agreement. |
| Ekachai International Co.,Ltd. (EKI)          | - Revenue from Sales<br>- Medical Service Revenue<br>- Other income   | 0.27<br>0.56<br>0.02                             | 0.24<br>0.10<br>0.02                 | The company supplies pharmaceuticals, medical supplies, and equipment at cost plus a margin. It provides laboratory services to EKI at contract prices.   |
| D-Land Group Co.,Ltd. (DLG)                   | - Medical Service Revenue<br>- Accounts Receivable  | 0.10<br>0.09                                     | 0.02<br>-                            | The Company provides health check-up service and pre-employment health check-up to DLG's employees, which is a normal trade item. The price is consistent with the market price.                                    |
| D-Land Property (DLP)                         | - Medical Service Revenue<br>- Accounts Receivable  | 0.01<br>0.01                                     | -<br>-                               | The Company provides health check-up service and pre-employment health check-up to DLP's employees, which is a normal trade item. The price is consistent with the market price.                                    |
| Nu Pro Co.,Ltd. (NP)                          | - Revenue from sales  | 0.03   | 0.03                                 | The Company distributes drugs and medical supplies to NP, which is a normal trade line item. In terms of prices, they are in line with market prices.   |
| Person/Juristic Person that may have conflict | Type of transaction   | Transaction Value/<br>Outstanding Amount<br>(MB) |                                      | Necessary and Rationale of transaction  |

|   |  | 2023                 | 2024                 |  |
|---|--|----------------------|----------------------|--|
| Fishmeal Marketing Development Co.,Ltd. (FMD) | - Revenue from sales<br>- Medical Service Revenue<br>- Accounts Receivable | 0.04<br>0.15<br>0.12 | 0.14<br>0.15<br>0.14 | The company distributes drugs and medical supplies. Annual health checks and vaccinations are provided to FMD employees as a regular trade line item. In terms of prices, they are in line with market prices. |
| Pro Biotech Feed Co.,Ltd. (PBF)               | - Medical Service Revenue  | -                    | 0.07                 | The company provides annual health check-up and vaccination services to PBF employees, which are normal commercial transactions. In terms of prices, they are in line with market prices.                      |
| Chok Mahachai Marine Co.,Ltd.(CMM)            | - Medical Service Revenue  | 0.04                 | -                    | The company provides health check-up and vaccination services to CMM employees, which are normal commercial transactions. In terms of prices, they are in line with market prices.                             |
| Thai Feather Meal Factory Co., Ltd. (TFM)     | - Medical Service Revenue  | 0.16                 | 0.19                 | The company provides health check-up services to TFM employees. which is a normal trading transaction In terms of prices, they are in line with market prices.   |
| Tha Chin Fish Meal Industry Co., Ltd. (TFI)   | - Medical Service Revenue  | -                    | 0.05                 | The company provides health check-up services to TFI employees. which is a normal trading transaction In terms of prices, they are in line with market prices.   |
| Pacific Marine Food Products Co., Ltd. (PMF)  | - Medical Service Revenue<br>-   | -                    | 0.23                 | The company provides health check-up services for PMF employees as part of its normal business operations, with pricing in line with market rates.   |
| Mr. Suttipong Tangsajjapoj                    | - Medical Service Revenue  | -                    | 0.01                 | The company provides ambulance services as part of its normal business operations, with pricing in line with market rates  |

Audit Committee considered and commented that the service lists as above are normal trade items which the price is consistent with the market price and reasonable.

(2) Expenses

| Person/Juristic Person<br>that may have<br>conflict | Type of<br>transaction  | Transaction Value/<br>Outstanding Amount<br>(MB) |                           | Necessary and Rationale of transaction   |
|---|---|--|---------------------------|--|
|   |   | 2021   | 2022                      |  |
| Ekachai International<br>Co.,Ltd. (EKI)             | - Medical supplies<br>and bags<br>- Health check-up<br>service fee<br>- Account payable<br>and other account<br>payable | 0.89<br>2.71<br>-<br>0.57                        | 1.59<br>0.30<br>0.08<br>- | The company purchased medical supplies<br>with cost plus margin price and Health check-<br>up fee for foreign customers.<br><u>Audit Committee</u> considered and commented<br>that transactions are beneficial to the and<br>price term is reasonable.      |
| Ekachai Nursing Home<br>Co.,Ltd. (EKN)              | - Medical supplies<br>and bags  | -<br>-   | 0.09                      | The company purchases pharmaceuticals and<br>medical supplies at cost plus a margin.   |
| Chok Mahachai<br>Development<br>Co.,Ltd.(CMD)       | - Rent paid   | 0.10   | 0.48                      | The company pays advertising rental fees at<br>the contract price.<br><u>The Audit Committee</u> considered and believes<br>that the transaction is beneficial to the<br>Company in that the price is consistent with<br>the market price and is reasonable. |

3. Measures or Procedures for Approval the Related Transactions

The Company has taken measures in the transactions of the Company, the subsidiary a person who may have conflicts of interest. The Audit Committee shall provide an opinion about the necessity of the transaction regarding to the rationale and appropriate of price of that item by consideration from the conditions in accordance to the nature of the normal market price which can be compared with the cost incurred with third parties. In case the committee does not have the expertise to consider a potential of related transaction, the Company will provide the person who is expertise such as auditors, appraisers, law office and etc. which are independent from the Company and persons who may have a conflict of interest to give opinion on such transactions in order to implement the decision of the Board of Directors and for the Audit Committee to present to the Board of Directors or shareholders as the case.

In addition, the Company has established the measures for not allow the directors or stakeholders can be involved in the approval of their stakeholders, both directly and indirectly. And the Board of Directors must ensure that the Company Compliance with laws and regulations of the Securities and Exchange Commission and regulations, announcement, command or the regulations of the Capital Market Commission and the Stock Exchange of Thailand as well as compliance with the disclosure of related party transactions and the acquisition or disposal of major assets of the company including compliance with accounting standards as defined by the Federation of Accounting Professions and CPA Thailand and to disclose the transactions in the notes to the financial statements which have been audited or reviewed by the auditors of the Company.

#### 4. The Tendency of Future Related Transaction

The Company may be subject to future transactions continuously which will be based on the nature of the trades and clearly set the policy of transactions. The price and terms will follow the normal course of business, as well as requiring the person and / or companies unrelated such as a purchase or receive a service, the transactions which will occur refer to the necessary of the business operation of the Company and to the benefit of the Company's. The Audit Committee will review the compliance criteria and give opinions on the reasonability of the transactions of each quarter.

For transactions that are not normal business potential which will occur in the future, the Company will provide the audit committee to review the compliance and rationale of the transaction prior to the company will review those transactions by giving the necessity of the transaction, rationale and reasonable price of the items by considering from the conditions according to the nature of the normal market price, which can be compared with the cost incurred with third parties. In case the committee does not have the expertise to consider a potential of related transaction, the Company will provide the person who is expertise such as auditors, appraisers, law office and etc. which are independent from the Company and persons who may have a conflict of interest to give opinion on such transactions in order to implement the decision of the Board of Directors and for the Audit Committee to present to the Board of Directors or shareholders as the case. The Company will proceed the implementation of the measures and procedures for approval of the transaction as specified above, however, the transactions that could pose conflicts of interest that may arise in the future. The Board of Directors must ensure that the Company Compliance with laws and regulations of the Securities and Exchange Commission and regulations, announcement, command or the regulations of the Capital Market Commission and the Stock Exchange of Thailand as well as compliance with the disclosure of related party transactions and the acquisition or disposal of assets of the company including compliance with accounting standards as defined by the Federation of Accounting Professions and CPA Thailand.

## Section 3

### Report and Financial Statement

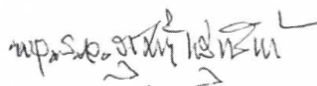
## Board of Directors' Responsibility for Financial Reporting

According to the Public Company Act B.E. 2535 (1992), Accounting Act, B.E. 2543 (2000) Securities, the Exchange Act BE 2535 (1992) and the Notification of Capital Market by the subject of criteria, conditions, and procedures for disclosing information in financial status and performance of a securities issuing company stated that the board of directors should prepare the financial statement to present their financial status, present their financial status, operational performance, the change of shareholder's equity, and statement of cash flows of the previous fiscal year which is true and reasonable.

Since the board of directors becomes aware of obligations and responsibilities of overseeing the financial reports preparation to ensure efficient operational processes, the audit committee has been appointed to response for auditing the accounting policy and quality of the financial report, reviewing the internal control system, internal auditing to an organization's overall, risk management framework, developing appropriate and efficiency internal controls ensuring accurate, complete, reasonably and consistent accounting data and must be sufficient to maintain the property and to significantly prevent fraud or unusual operations, disclosure transparent information related to all transactions between each other and financial information contained in the annual report. The financial statements prepared in accordance with a generally accepted accounting standard by selecting the most appropriate policy, practice consistently, very careful in the judgments, preparing a good estimate, and adequate disclosure of important information in notes to the financial statement for benefit of shareholders and general investors with transparency.

The financial statements of the Company and the consolidated financial statements of Company and its subsidiaries for the year ended December 31, 2024 have been examined by an external auditor, EY Office Limited. To conduct the audits and express an opinion in accordance with generally accepted auditing standards, the auditor was provided with all of the Company's records and related data as requested. The auditor's opinion is presented in the auditor's report as part of this form 56-1 one report.

The Board of Directors considers the Company's overall internal control system satisfactory and provides credibility and reliability to the financial statements of the Company and the consolidated financial statements of company for the year ended December 31, 2024, financial position, financial performance, the change of shareholder's equity and cash flows. The Board of Directors also believes that all these financial statements have been prepared in accordance with generally accepted accounting principle and related regulations.



(Admiral Surasak Rounroengrom)

Chairman of the Board

27 February 2025

Ekachai Medical Care Public Company Limited  
and its subsidiaries  
Report and consolidated and separate financial statements  
31 December 2024

## **Independent Auditor's Report**

To the Shareholders of Ekachai Medical Care Public Company Limited

### **Opinion**

I have audited the accompanying consolidated financial statements of Ekachai Medical Care Public Company Limited and its subsidiaries ("the Group"), which comprise the consolidated statement of financial position as at 31 December 2024, and the related consolidated statements of comprehensive income, changes in shareholders' equity and cash flows for the year then ended, and notes to the consolidated financial statements, including a summary of significant accounting policies, and have also audited the separate financial statements of Ekachai Medical Care Public Company Limited for the same period (collectively "the financial statements").

In my opinion, the financial statements referred to above present fairly, in all material respects, the financial position of Ekachai Medical Care Public Company Limited and its subsidiaries and of Ekachai Medical Care Public Company Limited as at 31 December 2024, and their financial performance and cash flows for the year then ended in accordance with Thai Financial Reporting Standards.

### **Basis for Opinion**

I conducted my audit in accordance with Thai Standards on Auditing. My responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of my report. I am independent of the Group in accordance with the *Code of Ethics for Professional Accountants including Independence Standards* issued by the Federation of Accounting Professions (Code of Ethics for Professional Accountants) that are relevant to my audit of the financial statements, and I have fulfilled my other ethical responsibilities in accordance with the Code of Ethics for Professional Accountants. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

### **Key Audit Matter**

Key audit matter is the matter that, in my professional judgement, was of most significance in my audit of the financial statements of the current period. This matter was addressed in the context of my audit of the financial statements as a whole, and in forming my opinion thereon, and I do not provide a separate opinion on this matter.

I have fulfilled the responsibilities described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of my report, including in relation to this matter. Accordingly, my audit included the performance of procedures designed to respond to my assessment of the risks of material misstatement of the financial statements. The results of my audit procedures, including the procedures performed to address the matter below, provide the basis for my audit opinion on the accompanying financial statements as a whole.

Key audit matter and how audit procedures respond to the matter are described below.

### **Revenues recognition from hospital operations**

Revenues from hospital operations is a significant component of the financial statements due to its materiality, accounting for 98% of total revenue in the consolidated financial statements . In addition, it consists of many compositions, such as revenues from sales of medicines, revenues from medical services, revenues from patient rooms, etc., including discounts for counterparties, e.g. life insurance companies and other several counterparties, whereas the agreements contain vary conditions for each party. Therefore, I have taken a special consideration in the appropriateness of the occurrence and the amount of revenue recognition.

I have examined the revenue recognition from hospital operations of the Group by

- Assessing and testing the Company's IT system and its internal controls with respect to the revenue from hospital operations cycle by making enquiry of responsible executives, gaining an understanding of the controls and selecting representative samples to test the operation of the designed relevant internal controls.
- On a sampling basis, examining supporting documents for revenue recognition from hospital operations transactions occurring during the period and near the period-end.
- Reviewing credit notes that the Group issued after the period-end.
- Performing analytical procedures on disaggregated data to detect possible irregularities in revenues recognition from hospital operations transactions throughout the period, especially for accounting entries made through journal vouchers.

## **Other Information**

Management is responsible for the other information. The other information comprise the information included in annual report of the Group, but does not include the financial statements and my auditor's report thereon. The annual report of the Group is expected to be made available to me after the date of this auditor's report.

My opinion on the financial statements does not cover the other information and I do not express any form of assurance conclusion thereon.

In connection with my audit of the financial statements, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or my knowledge obtained in the audit or otherwise appears to be materially misstated.

When I read the annual report of the Group, if I conclude that there is a material misstatement therein, I am required to communicate the matter to those charged with governance for correction of the misstatement.

## **Responsibilities of Management and Those Charged with Governance for the Financial Statements**

Management is responsible for the preparation and fair presentation of the financial statements in accordance with Thai Financial Reporting Standards, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Group's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Group or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Group's financial reporting process.

## **Auditor's Responsibilities for the Audit of the Financial Statements**

My objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Thai Standards on Auditing will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with Thai Standards on Auditing, I exercise professional judgement and maintain professional skepticism throughout the audit. I also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify my opinion. My conclusions are based on the audit evidence obtained up to the date of my auditor's report. However, future events or conditions may cause the Group to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the group to express an opinion on the consolidated financial statements. I am responsible for the direction, supervision and performance of the group audit. I remain solely responsible for my audit opinion.

I communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

I also provide those charged with governance with a statement that I have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on my independence, and where applicable, related safeguards.

From the matters communicated with those charged with governance, I determine the matter that was of most significance in the audit of the financial statements of the current period and is therefore the key audit matter. I describe this matter in my auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, I determine that a matter should not be communicated in my report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

I am responsible for the audit resulting in this independent auditor's report.

Kosum Cha-em

Certified Public Accountant (Thailand) No. 6011

EY Office Limited

Bangkok: 27 February 2025

**Ekachai Medical Care Public Company Limited and its subsidiaries**

**Statement of financial position**

**As at 31 December 2024**

(Unit: Baht)

|  |      | Consolidated financial statements |                      | Separate financial statements |                      |
|--|------|-----------------------------------|----------------------|-------------------------------|----------------------|
|  | Note | 2024                              | 2023                 | 2024                          | 2023                 |
| <b>Assets</b>                              |      |                                   |                      |                               |                      |
| <b>Current assets</b>                      |      |                                   |                      |                               |                      |
| Cash and cash equivalents                  | 7    | 956,517,830                       | 768,083,800          | 569,313,442                   | 662,049,466          |
| Trade and other receivables                | 8    | 90,548,094                        | 106,204,593          | 81,389,263                    | 90,422,940           |
| Current portion of lease receivables       | 15   | 1,457,138                         | -                    | -                             | -                    |
| Inventories                                | 9    | 36,459,585                        | 33,198,245           | 26,593,943                    | 28,129,263           |
| Other current financial assets             | 10   | 819,410,637                       | 241,645,381          | 752,781,136                   | 237,587,181          |
| Other current assets                       |      | 7,034,594                         | 4,516,551            | 6,814,433                     | 4,349,889            |
| <b>Total current assets</b>                |      | <b>1,911,427,878</b>              | <b>1,153,648,570</b> | <b>1,436,892,217</b>          | <b>1,022,538,739</b> |
| <b>Non-current assets</b>                  |      |                                   |                      |                               |                      |
| Lease receivables - net of current portion | 15   | 1,614,869                         | -                    | -                             | -                    |
| Other non-current financial assets         | 10   | 260,067,371                       | 592,063,041          | 260,067,371                   | 592,063,041          |
| Investments in subsidiaries                | 11   | -                                 | -                    | 401,339,780                   | 217,299,980          |
| Investment in an associate                 | 12   | 23,224,670                        | 24,430,837           | 23,224,670                    | 24,430,837           |
| Investment properties                      | 13   | 2,312,057                         | 2,500,664            | 2,312,057                     | 2,500,664            |
| Property, plant and equipment              | 14   | 826,961,644                       | 660,197,164          | 683,603,249                   | 519,357,428          |
| Right-of-use assets                        | 15   | 107,427,840                       | 12,566,555           | -                             | -                    |
| Intangible assets                          | 16   | 8,955,876                         | 3,054,185            | 3,036,585                     | 2,465,270            |
| Deferred tax assets                        | 25   | 13,676,305                        | 5,453,547            | 5,051,252                     | -                    |
| Other non-current assets                   |      | 5,013,515                         | 4,917,071            | 1,955,858                     | 1,945,943            |
| <b>Total non-current assets</b>            |      | <b>1,249,254,147</b>              | <b>1,305,183,064</b> | <b>1,380,590,822</b>          | <b>1,360,063,163</b> |
| <b>Total assets</b>                        |      | <b>3,160,682,025</b>              | <b>2,458,831,634</b> | <b>2,817,483,039</b>          | <b>2,382,601,902</b> |

The accompanying notes are an integral part of the financial statements.

**Ekachai Medical Care Public Company Limited and its subsidiaries**
**Statement of financial position (continued)**
**As at 31 December 2024**

(Unit: Baht)

|   | Note   | Consolidated financial statements |                      | Separate financial statements |                      |
|---|--------|-----------------------------------|----------------------|-------------------------------|----------------------|
|   |        | 2024                              | 2023                 | 2024                          | 2023                 |
| <b>Liabilities and shareholders' equity</b>       |        |                                   |                      |                               |                      |
| <b>Current liabilities</b>                        |        |                                   |                      |                               |                      |
| Trade and other payables                          | 18     | 149,556,409                       | 133,869,145          | 100,483,173                   | 103,869,093          |
| Accrued physicians' fees                          |        | 17,103,946                        | 17,413,237           | 15,898,297                    | 16,802,748           |
| Income tax payable                                |        | 33,178,772                        | 25,209,799           | 28,421,602                    | 24,858,965           |
| Deferred revenues                                 |        | 17,938,998                        | 17,105,729           | 6,732,052                     | 5,746,554            |
| Current portion of lease liabilities              | 15     | 6,158,859                         | 6,567,837            | -                             | -                    |
| Other current liabilities                         |        | 10,289,347                        | 9,577,033            | 9,596,219                     | 9,184,855            |
| <b>Total current liabilities</b>                  |        | <b>234,226,331</b>                | <b>209,742,780</b>   | <b>161,131,343</b>            | <b>160,462,215</b>   |
| <b>Non-current liabilities</b>                    |        |                                   |                      |                               |                      |
| Lease liabilities - net of current portion        | 15     | 70,632,287                        | 9,639,009            | -                             | -                    |
| Provision for long-term employee benefits         | 19     | 13,974,830                        | 11,333,782           | 13,437,732                    | 11,069,482           |
| Deferred tax liabilities                          | 25     | -                                 | 93,692,941           | -                             | 93,692,941           |
| Other non-current liabilities                     |        | 5,565,392                         | 6,372,702            | 3,750,423                     | 4,584,377            |
| <b>Total non-current liabilities</b>              |        | <b>90,172,509</b>                 | <b>121,038,434</b>   | <b>17,188,155</b>             | <b>109,346,800</b>   |
| <b>Total liabilities</b>                          |        | <b>324,398,840</b>                | <b>330,781,214</b>   | <b>178,319,498</b>            | <b>269,809,015</b>   |
| <b>Shareholders' equity</b>                       |        |                                   |                      |                               |                      |
| Share capital                                     | 20, 21 |                                   |                      |                               |                      |
| Registered  |        |                                   |                      |                               |                      |
| 861,509,804 ordinary shares of Baht 0.50 each     |        |                                   |                      |                               |                      |
| (2023: 840,499,549 ordinary shares                |        |                                   |                      |                               |                      |
| of Baht 0.50 each)                                |        | 430,754,902                       | 420,249,775          | 430,754,902                   | 420,249,775          |
| Issued and paid-up                                |        |                                   |                      |                               |                      |
| 855,596,397 ordinary shares of Baht 0.50 each     |        |                                   |                      |                               |                      |
| (2023: 710,189,855 ordinary shares                |        |                                   |                      |                               |                      |
| of Baht 0.50 each)                                |        | 427,798,199                       | 355,094,928          | 427,798,199                   | 355,094,928          |
| Premium on ordinary shares                        | 21     | 1,500,502,329                     | 839,655,601          | 1,500,502,329                 | 839,655,601          |
| Premium on treasury shares                        |        | 16,257,278                        | 16,257,278           | 16,257,278                    | 16,257,278           |
| Deficit from change in shareholding percentage    |        |                                   |                      |                               |                      |
| in a subsidiary                                   |        | (6,389,073)                       | (6,389,073)          | -                             | -                    |
| Retained earnings                                 |        |                                   |                      |                               |                      |
| Appropriated - statutory reserve                  | 22     | 43,075,490                        | 42,024,977           | 43,075,490                    | 42,024,977           |
| Unappropriated                                    |        | 693,737,372                       | 854,343,101          | 651,530,245                   | 859,760,103          |
| Equity attributable to owners of the Company      |        | 2,674,981,595                     | 2,100,986,812        | 2,639,163,541                 | 2,112,792,887        |
| Non-controlling interests of a subsidiaries       |        | 161,301,590                       | 27,063,608           | -                             | -                    |
| <b>Total shareholders' equity</b>                 |        | <b>2,836,283,185</b>              | <b>2,128,050,420</b> | <b>2,639,163,541</b>          | <b>2,112,792,887</b> |
| <b>Total liabilities and shareholders' equity</b> |        | <b>3,160,682,025</b>              | <b>2,458,831,634</b> | <b>2,817,483,039</b>          | <b>2,382,601,902</b> |
|   |        | -                                 | -                    | -                             | -                    |

The accompanying notes are an integral part of the financial statements.

## Ekachai Medical Care Public Company Limited and its subsidiaries

### Notes to financial statements

For the year ended 31 December 2024

#### 1. General information

Ekachai Medical Care Public Company Limited ("the Company") is a public limited company incorporated and domiciled in Thailand. The Company is principally engaged in hospital business. The registered office of the Company is located at 99/9 Moo 4, Ekachai Road, Khok Kham, Muang Samut Sakorn, Samut Sakorn.

#### 2. Basis of preparation

- 2.1 The financial statements have been prepared in accordance with Thai Financial Reporting Standards enunciated under the Accounting Professions Act B.E. 2547 and their presentation has been made in compliance with the stipulations of the Notification of the Department of Business Development, issued under the Accounting Act B.E. 2543.

The financial statements in Thai language are the official statutory financial statements of the Company. The financial statements in English language have been translated from the Thai language financial statements.

The financial statements have been prepared on a historical cost basis except where otherwise disclosed in the accounting policies.

#### 2.2 Basis of consolidation

- a) The consolidated financial statements include the financial statements of Ekachai Medical Care Public Company Limited ("the Company") and the following subsidiary companies ("the subsidiaries") (collectively as "the Group"):

| Company's name                                | Nature of business   | Country of incorporation | Percentage of shareholding |      |
|---|--|--------------------------|----------------------------|------|
|   |  |                          | 2024                       | 2023 |
|   |  |                          | (%)                        | (%)  |
| Ekachai International Company Limited         | Infertility center   | Thailand                 | 67                         | 67   |
| Ekachai Nursing Home Company Limited          | Elderly care center and specialised hospitals for the elders | Thailand                 | 100                        | 100  |
| EN Mental Care Company Limited                | Specialised psychiatric hospital                             | Thailand                 | 60                         | -    |
| Ekachai Cardiovascular Center Company Limited | Specialised heart and vascular center                        | Thailand                 | 50.50                      | -    |

- b) The Company is deemed to have control over an investee or subsidiaries if it has rights, or is exposed, to variable returns from its involvement with the investee, and it has the ability to direct the activities that affect the amount of its returns.
  - c) Subsidiaries are fully consolidated, being the date on which the Company obtains control, and continue to be consolidated until the date when such control ceases.
  - d) The financial statements of the subsidiaries are prepared using the same significant accounting policies as the Company.
  - e) Material balances and transactions between the Group have been eliminated from the consolidated financial statements.
  - f) Non-controlling interests represent the portion of profit or loss and net assets of the subsidiaries that are not held by the Company and are presented separately in the consolidated profit or loss and within equity in the consolidated statement of financial position.
- 2.3 The separate financial statements present investments in subsidiaries under the cost method and investment in an associate under the equity method.

### **3. New financial reporting standards**

#### **3.1 Financial reporting standards that became effective in the current year**

During the year, the Group has adopted the revised financial reporting standards which are effective for fiscal years beginning on or after 1 January 2024. These financial reporting standards were aimed at alignment with the corresponding International Financial Reporting Standards with most of the changes directed towards clarifying accounting treatment and providing accounting guidance for users of the standards.

The adoption of these financial reporting standards does not have any significant impact on the Group's financial statements.

#### **3.2 Financial reporting standards that will become effective for fiscal years beginning on or after 1 January 2025**

The Federation of Accounting Professions issued a number of revised financial reporting standards, which are effective for fiscal years beginning on or after 1 January 2025. These financial reporting standards were aimed at alignment with the corresponding International Financial Reporting Standards with most of the changes directed towards clarifying accounting treatment and providing accounting guidance for users of the standards.

The management of the Group believes that adoption of these amendments will not have any significant impact on the Group's financial statements.

## **4. Accounting policies**

### **4.1 Revenue and expense recognition**

- a) Revenues from hospital operations, mainly consisting of medical fees, hospital room sales, and medicine sales, are recognised as income when services have been rendered or medicine delivered. Revenues are measured at the amount of the consideration received or receivable of services rendered, and medicine delivered after deducting discounts. Hospital operation revenues from the National Health Security Office are recognised based on several expected service fee rates. The Group takes into account criteria, procedures, and conditions set forth by the Office, including statistics on medical services provided by the Group and actual payments for medical services received from the Office.

The obligation to transfer medicine or services to a customer for which the Group has received consideration (or an amount of consideration is due) from the customer is presented under the caption of “Deferred revenues” in the statement of financial position. Contract liabilities are recognised as revenue when the Group performs under the contract.

- b) Space rental income and related service income are recognised on a straight-line basis over the lease term.
- c) Interest income is calculated using the effective interest method and recognised on an accrual basis. The effective interest rate is applied to the gross carrying amount of a financial asset, unless the financial assets subsequently become credit-impaired when it is applied to the net carrying amount of the financial asset (net of the expected credit loss allowance).
- d) Finance cost is interest expense from financial liabilities at amortised cost, calculated using the effective interest method and recognised on an accrual basis.
- e) Dividend income is recognised when the right to receive the dividend is established.

### **4.2 Cash and cash equivalents**

Cash and cash equivalents consist of cash in hand and at banks, and all highly liquid investments with an original maturity of three months or less and not subject to withdrawal restrictions.

### **4.3 Inventories**

Inventories are valued at the lower of cost (under the first-in, first-out method) and net realisable value.

#### **4.4 Cost to obtain a contract**

The Group recognises a commission paid to obtain a customer contract as an asset and amortises it to expenses on a systematic basis that is consistent with the pattern of revenue recognition. An impairment loss is recognised to the extent that the carrying amount of an asset recognised exceeds the remaining amount of the consideration that the entity expects to receive less direct costs. Provided that the amortisation period of the asset that the Group otherwise would have used is one year or less, costs to obtain a contract are immediately recognised as expenses.

#### **4.5 Investments in subsidiaries and an associate**

- a) Investment in an associate is accounted for in the consolidated financial statements using the equity method.
- b) Investments in subsidiaries are accounted for in the separate financial statements using the cost method.
- c) Investment in an associate is accounted for in the separate financial statements using the equity method.

#### **4.6 Investment properties**

Investment properties are measured initially at cost, including transaction costs. Subsequent to initial recognition, investment properties are stated at cost less accumulated depreciation and allowance for loss on impairment (if any).

Depreciation of investment properties is calculated by reference to their costs on the straight-line basis over estimated useful lives of 20 years. Depreciation of the investment properties is included in determining income.

On disposal of investment properties, the difference between the net disposal proceeds and the carrying amount of the asset is recognised in profit or loss in the period when the asset is derecognised.

#### **4.7 Property, plant and equipment/Depreciation**

Land is stated at cost. Buildings and equipment are stated at cost less accumulated depreciation and allowance for loss on impairment of assets (if any).

Depreciation of buildings and equipment is calculated by reference to their costs on the straight-line basis over the following estimated useful lives.

|  |                |
|--|----------------|
| Buildings and building improvement       | 5 - 40 years   |
| Medical tools and equipment              | 5 and 10 years |
| Furniture, fixtures and office equipment | 5 years        |
| Motor vehicles                           | 5 years        |

Depreciation is included in determining income.

No depreciation is provided on land and assets under construction.

An item of property, plant and equipment is derecognised upon disposal or when no future economic benefits are expected from its use or disposal. Any gain or loss arising on disposal of an asset is included in profit or loss when the asset is derecognised.

#### **4.8 Intangible assets**

Intangible assets acquired are recognised at cost on the date of acquisition. Following the initial recognition, the intangible assets are carried at cost less accumulated amortisation and accumulated impairment losses (if any).

Intangible assets with finite lives are amortised on the straight-line basis over the economic useful life and tested for impairment whenever there is an indication that the intangible asset may be impaired. The amortisation period and the amortisation method of such intangible assets are reviewed at least at each financial year end. The amortisation expense is charged to profit or loss.

The intangible assets with finite useful lives is computer software which are useful lives of 2 - 10 years.

#### **4.9 Leases**

At inception of contract, the Group assesses whether a contract is, or contains, a lease. A contract is, or contains, a lease if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration.

##### **The Group as a lessee**

The Group applied a single recognition and measurement approach for all leases except for short-term leases and leases of low-value assets. At the commencement date of the lease (i.e. the date the underlying asset is available for use), the Group recognises right-of-use assets representing the right to use underlying assets and lease liabilities based on lease payments.

##### **Right-of-use assets**

Right-of-use assets are measured at cost, less accumulated depreciation, any accumulated impairment losses, and adjusted for any remeasurement of lease liabilities. The cost of right-of-use assets includes the amount of lease liabilities initially recognised, initial direct costs incurred, and lease payments made at or before the commencement date of the lease, and an estimate of costs to dismantle and remove the underlying asset or to restore the underlying asset or the site on which it is located less any lease incentives received.

Depreciation of right-of-use assets are calculated by reference to their costs on the straight-line basis over the shorter of their estimated useful lives and the lease term.

|                                    |                 |
|------------------------------------|-----------------|
| Land                               | 26 and 32 years |
| Buildings and building improvement | 7 years         |

If ownership of the leased asset is transferred to the Group at the end of the lease term or the cost reflects the exercise of a purchase option, depreciation is calculated using the estimated useful life of the asset.

### **Lease liabilities**

Lease liabilities are measured at the present value of the lease payments to be made over the lease term. The lease payments include fixed payments less any lease incentives receivable, variable lease payments that depend on an index or a rate, and amounts expected to be payable under residual value guarantees. Moreover, the lease payments include the exercise price of a purchase option reasonably certain to be exercised by the Group and payments of penalties for terminating the lease, if the lease term reflects the Group exercising an option to terminate. Variable lease payments that do not depend on an index or a rate are recognised as expenses in the period in which the event or condition that triggers the payment occurs.

The Group discounted the present value of the lease payments by the interest rate implicit in the lease or the Group's incremental borrowing rate. After the commencement date, the amount of lease liabilities is increased to reflect the accretion of interest and reduced for the lease payments made. In addition, the carrying amount of lease liabilities is remeasured if there is a change in the lease term, a change in the lease payments or a change in the assessment of an option to purchase the underlying asset.

### **Short-term leases and leases of low-value assets**

A lease that has a lease term less than or equal to 12 months from commencement date or a lease of low-value assets is recognised as expenses on a straight-line basis over the lease term.

### **The Group as a lessor**

A lease that transfers substantially all the risks and rewards incidental to ownership of an underlying asset to a lessee is classified as finance leases. As at the commencement date, an asset held under a finance lease is recognised as a receivable at an amount equal to the net investment in the lease or the present value of the lease payments receivable and any unguaranteed residual value. Subsequently, finance income is recognised over the lease term to reflect a constant periodic rate of return on the net investment in the lease.

A lease is classified as an operating lease if it does not transfer substantially all the risks and rewards incidental to ownership of an underlying asset to a lessee. Lease receivables from operating leases is recognised as income in profit or loss on a straight-line basis over the lease term. Initial direct costs incurred in obtaining an operating lease are added to the carrying amount of the underlying assets and recognised as an expense over the lease term on the same basis as the lease income.

#### **4.10 Related party transactions**

Related parties comprise individuals or enterprises that control, or are controlled by, the Company, whether directly or indirectly, or which are under common control with the Company.

They also include associates and individuals or enterprises which directly or indirectly own a voting interest in the Company that gives them significant influence over the Company, key management personnel, directors and officers with authority in the planning and direction of the Company's operations.

#### **4.11 Foreign currencies**

The consolidated and separate financial statements are presented in Baht, which is also the Company's functional currency.

Transactions in foreign currencies are translated into Baht at the exchange rates ruling at the date of the transaction. Monetary assets and liabilities denominated in foreign currencies are translated into Baht at the exchange rates ruling at the end of reporting period.

Gains and losses on exchange rate are included in determining income.

#### **4.12 Impairment of non-financial assets**

At the end of each reporting period, the Group performs impairment reviews in respect of the property, plant and equipment, right-of-use assets, investment properties and other intangible assets whenever events or changes in circumstances indicate that an asset may be impaired. An impairment loss is recognised when the recoverable amount of an asset, which is the higher of the asset's fair value less costs to sell and its value in use, is less than the carrying amount. In determining value in use, the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset. In determining fair value less costs to sell, an appropriate valuation model is used. These calculations are corroborated by a valuation model that, based on information available, reflects the amount that the Group could obtain from the disposal of the asset in an arm's length transaction between knowledgeable, willing parties, after deducting the costs of disposal.

An impairment loss is recognised in profit or loss.

#### **4.13 Employee benefits**

##### **Short-term employee benefits**

Salaries, wages, bonuses and contributions to the social security fund are recognised as expenses when incurred.

##### **Post-employment benefits**

###### ***Defined contribution plans***

The Group and its employees have jointly established a provident fund. The fund is monthly contributed by employees and by the Group. The fund's assets are held in a separate trust fund and the Group's contributions are recognised as expenses when incurred.

###### ***Defined benefit plans***

The Group has obligations in respect of the severance payments it must make to employees upon retirement under labor law. The Group treats these severance payment obligations as a defined benefit plan.

The obligation under the defined benefit plan is determined by a professionally qualified independent actuary based on actuarial techniques, using the projected unit credit method.

Actuarial gains and losses arising from defined benefit plans are recognised immediately in other comprehensive income.

#### **4.14 Treasury shares**

Treasury shares are stated in statement of financial position at cost and presented as a deduction from shareholders' equity. Gains on disposal of treasury shares are determined by reference to the carrying amount and are presented as premium on treasury shares. Losses on disposal of treasury shares are determined by reference to the carrying amount and are presented net of premium on treasury shares and retained earnings, consecutively.

#### **4.15 Provisions**

Provisions are recognised when the Group has a present obligation as a result of a past event, it is probable that an outflow of resources embodying economic benefits will be required to settle the obligation, and a reliable estimate can be made of the amount of the obligation.

#### **4.16 Income tax**

Income tax expense represents the sum of corporate income tax currently payable and deferred tax.

##### **Current tax**

Current income tax is provided in the accounts at the amount expected to be paid to the taxation authorities, based on taxable profits determined in accordance with tax legislation.

##### **Deferred tax**

Deferred income tax is provided on temporary differences between the tax bases of assets and liabilities and their carrying amounts at the end of each reporting period, using the tax rates enacted at the end of the reporting period.

The Group recognises deferred tax liabilities for all taxable temporary differences while they recognise deferred tax assets for all deductible temporary differences and tax losses carried forward to the extent that it is probable that future taxable profit will be available against which such deductible temporary differences and tax losses carried forward can be utilised.

At each reporting date, the Group reviews and reduces the carrying amount of deferred tax assets to the extent that it is no longer probable that sufficient taxable profit will be available to allow all or part of the deferred tax asset to be utilised.

The Group records deferred tax directly to shareholders' equity if the tax relates to items that are recorded directly to shareholders' equity.

#### **4.17 Financial instruments**

The Group initially measures financial assets at its fair value plus, in the case of financial assets that are not measured at fair value through profit or loss, transaction costs. However, trade receivables, that do not contain a significant financing component or for which at contract inception the Group expected payment by the customer less than one year and the Group has applied the practical expedient regarding not to adjust the effects of a significant financing component, are measured at the transaction price as disclosed in the accounting policy relating to revenue recognition.

##### **Classification and measurement of financial assets**

Financial assets are classified, at initial recognition, as to be subsequently measured at amortised cost and fair value through profit or loss ("FVTPL"). The classification of financial assets at initial recognition is driven by the Group's business model for managing the financial assets and the contractual cash flows characteristics of the financial assets.

### **Financial assets at amortised cost**

The Group measures financial assets at amortised cost if the financial asset is held in order to collect contractual cash flows and the contractual terms of the financial asset give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

Financial assets at amortised cost are subsequently measured using the effective interest rate ("EIR") method and are subject to impairment. Gains and losses are recognised in profit or loss when the asset is derecognised, modified or impaired.

### **Financial assets at FVTPL**

Financial assets measured at FVTPL are carried in the statement of financial position at fair value with net changes in fair value recognised in profit or loss.

These financial assets include derivatives, security investments held for trading, equity investments which the Group has not irrevocably elected to classify at FVOCI and financial assets with cash flows that are not solely payments of principal and interest.

Dividends on listed equity investments are recognised as other income in profit or loss.

### **Classification and measurement of financial liabilities**

At initial recognition the Group's financial liabilities are recognised at fair value net of transaction costs and classified as liabilities to be subsequently measured at amortised cost using the EIR method. Gains and losses are recognised in profit or loss when the liabilities are derecognised as well as through the EIR amortisation process. In determining amortised cost, the Group takes into account any discounts or premiums on acquisition and fees or costs that are an integral part of the EIR. The EIR amortisation is included in finance costs in profit or loss.

### **Derecognition of financial instruments**

A financial asset is primarily derecognised when the rights to receive cash flows from the asset have expired or have been transferred and either the Group has transferred substantially all the risks and rewards of the asset, or the Group has transferred control of the asset.

A financial liability is derecognised when the obligation under the liability is discharged or cancelled or expires. When an existing financial liability is replaced by another from the same lender on substantially different terms, or the terms of an existing liability are substantially modified, such an exchange or modification is treated as the derecognition of the original liability and the recognition of a new liability. The difference in the respective carrying amounts is recognised in profit or loss.

## **Impairment of financial assets**

The Group recognises an allowance for expected credit losses (“ECLs”) for all debt instruments not held at FVTPL. ECLs are based on the difference between the contractual cash flows due in accordance with the contract and all the cash flows that the Group expects to receive, discounted at an approximation of the original effective interest rate. The expected cash flows will include cash flows from other credit enhancements that are integral to the contractual terms.

For credit exposures for which there has not been a significant increase in credit risk since initial recognition, ECLs are provided for credit losses that result from default events that are possible within the next 12-months (a 12-month ECL). For those credit exposures for which there has been a significant increase in credit risk since initial recognition, a loss allowance is required for credit losses expected over the remaining life of the exposure (a lifetime ECL).

The Group considers a significant increase in credit risk to have occurred when contractual payments are past due. In certain cases, the Group may also consider a financial asset to have a significant increase in credit risk and to be in default using other internal or external information, such as credit rating of issuers.

For trade receivables and contract assets, the Group applies a simplified approach in calculating ECLs. Therefore, the Group does not track changes in credit risk, but instead recognises a loss allowance based on lifetime ECLs at each reporting date.

ECLs are calculated based on its historical credit loss experience and adjusted for forward-looking factors specific to the debtors and the economic environment.

A financial asset is written off when there is no reasonable expectation of recovering the contractual cash flows.

## **Offsetting of financial instruments**

Financial assets and financial liabilities are offset, and the net amount is reported in the statement of financial position if there is a currently enforceable legal right to offset the recognised amounts and there is an intention to settle on a net basis, to realise the assets and settle the liabilities simultaneously.

### **4.18 Fair value measurement**

Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between buyer and seller (market participants) at the measurement date. The Group applies a quoted market price in an active market to measure their assets and liabilities that are required to be measured at fair value by relevant financial reporting standards. Except in case of no active market of an identical asset or liability or when a quoted market price is not available, the Group measures fair value using valuation technique that are appropriate in the circumstances and maximises the use of relevant

observable inputs related to assets and liabilities that are required to be measured at fair value.

All assets and liabilities for which fair value is measured or disclosed in the financial statements are categorised within the fair value hierarchy into three levels based on categories of input to be used in fair value measurement as follows.

Level 1 - Use of quoted market prices in an observable active market for such assets or liabilities

Level 2 - Use of other observable inputs for such assets or liabilities, whether directly or indirectly

Level 3 - Use of unobservable inputs such as estimates of future cash flows

At the end of each reporting period, the Group determines whether transfers have occurred between levels within the fair value hierarchy for assets and liabilities held at the end of the reporting period that are measured at fair value on a recurring basis.

## **5. Significant accounting judgements and estimates**

The preparation of financial statements in conformity with financial reporting standards at times requires management to make subjective judgements and estimates regarding matters that are inherently uncertain. These judgements and estimates affect reported amounts and disclosures; and actual results could differ from these estimates. Significant judgements and estimates are as follows.

### **Fair value of financial instruments**

In determining the fair value of financial instruments recognised in the statement of financial position that are not actively traded and for which quoted market prices are not readily available, the management exercise judgement, using a variety of valuation techniques and models. The input to these models is taken from observable markets, and includes consideration of credit risk, liquidity, correlation and longer-term volatility of financial instruments. Change in assumptions about these factors could affect the fair value recognised in the statement of financial position and disclosures of fair value hierarchy.

### **Property, plant and equipment/Depreciation**

In determining depreciation of plant and equipment, the management is required to make estimates of the useful lives and residual values of the plant and equipment and to review estimate useful lives and residual values when there are any changes.

In addition, the management is required to review property, plant and equipment for impairment on a periodical basis and record impairment losses when it is determined that their recoverable amount is lower than the carrying amount. This requires judgements

regarding forecast of future revenues and expenses relating to the assets subject to the review.

## Leases

### Determining the lease term with extension and termination options - The Group as a lessee

In determining the lease term, the management is required to exercise judgement in assessing whether the Group is reasonably certain to exercise the option to extend or terminate the lease considering all relevant facts and circumstances that create an economic incentive for the Group to exercise either the extension or termination option.

### Estimating the incremental borrowing rate - The Group as a lessee

The Group cannot readily determine the interest rate implicit in the lease, therefore, the management is required to exercise judgement in estimating its incremental borrowing rate to discount lease liabilities. The incremental borrowing rate is the rate of interest that the Group would have to pay to borrow over a similar term, and with a similar security, the funds necessary to obtain an asset of a similar value to the right-of-use asset in a similar economic environment.

## Post-employment benefits under defined benefit plans

The obligation under the defined benefit plan is determined based on actuarial techniques. Such determination is made based on various assumptions, including discount rate, future salary increase rate, mortality rate and staff turnover rate.

## 6. Related party transactions

During the years, the Group had significant business transactions with related parties. Such transactions, which are summarised below, arose in the ordinary course of business and were concluded on commercial terms and bases agreed upon between the Group and those related parties. There were no significant changes in the transfer pricing policy of transactions with related parties during the current year.

Summarise significant business transactions with related parties as follows.

|   | (Unit: Thousand Baht) |      |                      |       |                  |
|---|-----------------------|------|----------------------|-------|------------------|
|   | Consolidated          |      | Separate             |       | Transfer         |
|   | financial statements  |      | financial statements |       |                  |
|   | 2024                  | 2023 | 2024                 | 2023  | pricing policy   |
| <b>Transactions with subsidiaries (eliminated in the consolidated financial statements)</b> |                       |      |                      |       |                  |
| Sales of medicine and supplies  | -                     | -    | 1,014                | 2,368 | Cost plus margin |
| Medical service income  | -                     | -    | 3,389                | 2,602 | Contract price   |
| Management fee income   | -                     | -    | 1,200                | 750   | Contract price   |

(Unit: Thousand Baht)

|                                      | Consolidated         |      | Separate             |       |                  |
|--------------------------------------|----------------------|------|----------------------|-------|------------------|
|                                      | financial statements |      | financial statements |       | Transfer         |
|                                      | 2024                 | 2023 | 2024                 | 2023  | pricing policy   |
| Other income                         | -                    | -    | 550                  | 794   | Cost plus margin |
| Purchase of medicine and supplies    | -                    | -    | 1,678                | 888   | Cost plus margin |
| Purchase of asset and other supplies | -                    | -    | 81                   | -     | Market price     |
| Service fees                         | -                    | -    | 301                  | 2,711 | Contract price   |
| Transactions with related parties    |                      |      |                      |       |                  |
| Sales of medicine and supplies       | 139                  | 37   | 139                  | 37    | Market price     |
| Revenues from hospital operations    | 751                  | 733  | 751                  | 733   | Market price     |
| Land rental                          | 956                  | 956  | -                    | -     | Contract price   |
| Service fees                         | 840                  | 370  | 480                  | 100   | Contract price   |

As at 31 December 2024 and 2023, the balances of the accounts between the Group and those related parties are as follows.

(Unit: Thousand Baht)

|  | Consolidated         |            | Separate             |            |
|--|----------------------|------------|----------------------|------------|
|  | financial statements |            | financial statements |            |
|  | 2024                 | 2023       | 2024                 | 2023       |
| <b>Trade and other receivables - related parties</b> |                      |            |                      |            |
| Subsidiaries   | -                    | -          | 626                  | 393        |
| Related companies (common director)                  | 138                  | 230        | 138                  | 230        |
| Total  | <u>138</u>           | <u>230</u> | <u>764</u>           | <u>623</u> |
| <b>Trade and other payables - related parties</b>    |                      |            |                      |            |
| Subsidiaries   | -                    | -          | 261                  | 576        |
| Total  | <u>-</u>             | <u>-</u>   | <u>261</u>           | <u>576</u> |

### Directors and management's benefits

During the years ended 31 December 2024 and 2023, the Group had employee benefit expenses payable to its directors and management as below.

(Unit: Thousand Baht)

|                              | Consolidated         |               | Separate             |               |
|------------------------------|----------------------|---------------|----------------------|---------------|
|                              | financial statements |               | financial statements |               |
|                              | 2024                 | 2023          | 2024                 | 2023          |
| Short-term employee benefits | 44,463               | 43,968        | 38,254               | 37,795        |
| Post-employment benefits     | 553                  | 90            | 234                  | 90            |
| Total                        | <u>45,016</u>        | <u>44,058</u> | <u>38,488</u>        | <u>37,885</u> |



## 7. Cash and cash equivalents

|               | (Unit: Thousand Baht) |         |                      |         |
|---------------|-----------------------|---------|----------------------|---------|
|               | Consolidated          |         | Separate             |         |
|               | financial statements  |         | financial statements |         |
|               | 2024                  | 2023    | 2024                 | 2023    |
| Cash          | 663                   | 1,333   | 573                  | 1,303   |
| Bank deposits | 955,855               | 766,751 | 568,740              | 660,746 |
| Total         | 956,518               | 768,084 | 569,313              | 662,049 |

As at 31 December 2024, bank deposits in savings accounts and fixed deposits carried interests between 0.25% and 1.90% per annum (2023: between 0.25% and 2.20% per annum).

## 8. Trade and other receivables

|  | (Unit: Thousand Baht) |        |                      |        |
|--|-----------------------|--------|----------------------|--------|
|  | Consolidated          |        | Separate             |        |
|  | financial statements  |        | financial statements |        |
|  | 2024                  | 2023   | 2024                 | 2023   |
| <b>Trade receivables - related parties</b>       |                       |        |                      |        |
| Aged on the basis of due dates                   |                       |        |                      |        |
| Not yet due                                      | 138                   | 226    | 138                  | 226    |
| Past due   |                       |        |                      |        |
| Up to 3 months                                   | -                     | 4      | 443                  | 297    |
| 3 - 6 months                                     | -                     | -      | 9                    | -      |
| 6 - 12 months                                    | -                     | -      | 10                   | -      |
| Total trade receivables - related parties        | 138                   | 230    | 600                  | 523    |
| <b>Trade receivables - unrelated parties</b>     |                       |        |                      |        |
| Aged on the basis of due dates                   |                       |        |                      |        |
| Not yet due                                      | 37,478                | 41,199 | 35,881               | 39,778 |
| Past due   |                       |        |                      |        |
| Up to 3 months                                   | 28,177                | 33,652 | 24,801               | 28,490 |
| 3 - 6 months                                     | 391                   | 6,691  | 387                  | 2,334  |
| 6 - 12 months                                    | 325                   | 2,134  | 325                  | 1,610  |
| Over 12 months                                   | 7,855                 | 10,369 | 7,818                | 9,002  |
| Total  | 74,226                | 94,045 | 69,212               | 81,214 |
| Less: Allowance for expected credit losses       | (875)                 | (870)  | (875)                | (870)  |
| Total trade receivables - unrelated parties, net | 73,351                | 93,175 | 68,337               | 80,344 |
| Total trade receivables - net                    | 73,489                | 93,405 | 68,937               | 80,867 |

|   | (Unit: Thousand Baht) |         |                      |        |
|---|-----------------------|---------|----------------------|--------|
|   | Consolidated          |         | Separate             |        |
|   | financial statements  |         | financial statements |        |
|   | 2024                  | 2023    | 2024                 | 2023   |
| <b>Other receivables</b>                |                       |         |                      |        |
| Accrued income - related parties        | -                     | -       | 126                  | 100    |
| Accrued income - unrelated parties      | 10,726                | 11,197  | 6,239                | 7,925  |
| Interest receivable                     | 4,532                 | 661     | 4,515                | 603    |
| Other receivables - related parties     | -                     | -       | 38                   | -      |
| Other receivables - unrelated parties   | 1,801                 | 942     | 1,534                | 928    |
| Total other receivables                 | 17,059                | 12,800  | 12,452               | 9,556  |
| Total trade and other receivables - net | 90,548                | 106,205 | 81,389               | 90,423 |

Normal credit term provided to customers is 30 to 90 days.

Set out below is the movements in the allowance for expected credit losses of trade receivables.

|   | (Unit: Thousand Baht)            |       |
|---|----------------------------------|-------|
|   | Consolidated/ Separate financial |       |
|   | statements                       |       |
|   | 2024                             | 2023  |
| Beginning balance   | 870                              | 1,045 |
| Increase in allowance for expected credit losses (reversal) | 5                                | (175) |
| Ending balance  | 875                              | 870   |

## 9. Inventories

|                  | (Unit: Thousand Baht)             |        |  |         |                   |        |
|------------------|-----------------------------------|--------|--|---------|-------------------|--------|
|                  | Consolidated financial statements |        |  |         |                   |        |
|                  | Cost                              |        | Reduce cost to net<br>realisable value |         | Inventories - net |        |
|                  | 2024                              | 2023   | 2024                                   | 2023    | 2024              | 2023   |
| Medicine         | 24,262                            | 20,774 | (1,058)                                | (1,387) | 23,204            | 19,387 |
| Medical supplies | 10,207                            | 10,618 | (393)                                  | (236)   | 9,814             | 10,382 |
| Other supplies   | 3,442                             | 3,429  | -                                      | -       | 3,442             | 3,429  |
| Total            | 37,911                            | 34,821 | (1,451)                                | (1,623) | 36,460            | 33,198 |

(Unit: Thousand Baht)

|                  | Separate financial statements |        |                    |         |                   |        |
|------------------|-------------------------------|--------|--------------------|---------|-------------------|--------|
|                  |                               |        | Reduce cost to net |         |                   |        |
|                  | Cost                          |        | realisable value   |         | Inventories - net |        |
|                  | 2024                          | 2023   | 2024               | 2023    | 2024              | 2023   |
| Medicine         | 16,774                        | 17,607 | (563)              | (925)   | 16,211            | 16,682 |
| Medical supplies | 8,141                         | 9,097  | (240)              | (85)    | 7,901             | 9,011  |
| Other supplies   | 2,482                         | 2,435  | -                  | -       | 2,482             | 2,436  |
| Total            | 27,397                        | 29,139 | (803)              | (1,010) | 26,594            | 28,129 |

During the current year, the Group reduced cost of inventories by Baht 0.76 million (2023: Baht 0.82 million) (the Company only: Baht 0.72 million, 2023: Baht 0.80 million), to reflect the net realisable value. This was included in cost of hospital operations. In addition, the Group reversed the write-down of cost of inventories by Baht 0.93 million (2023: Baht 6.71 million) (the Company only: Baht 0.93 million, 2023: Baht 6.71 million), and reduced the amount of inventories recognised as expenses during the year.

#### 10. Other financial assets

As at 31 December 2024 and 2023, details of other financial assets are as below.

|   | (Unit: Thousand Baht) |         |                      |         |
|---|-----------------------|---------|----------------------|---------|
|   | Consolidated          |         | Separate             |         |
|   | financial statements  |         | financial statements |         |
|   | 2024                  | 2023    | 2024                 | 2023    |
| <b>Equity instrument at fair value through profit or loss</b> |                       |         |                      |         |
| Listed equity instrument                                      | -                     | 462,000 | -                    | 462,000 |
| <b>Debt instruments at fair value through profit or loss</b>  |                       |         |                      |         |
| Mutual funds  | 8                     | 7       | -                    | -       |
| Debentures  | 10,067                | 20,085  | 10,067               | 20,085  |
| <b>Debt instruments at amortised cost</b>                     |                       |         |                      |         |
| Debentures  | 50,000                | -       | 50,000               | -       |
| Short-term fixed deposit                                      | 789,403               | 231,616 | 722,781              | 227,565 |
| Savings certificate   | 230,000               | 120,000 | 230,000              | 120,000 |
| Total   | 1,079,478             | 833,708 | 1,012,848            | 829,650 |
| <b>Comprise of</b>  |                       |         |                      |         |
| Other current financial assets                                | 819,411               | 241,645 | 752,781              | 237,587 |
| Other non-current financial assets                            | 260,067               | 592,063 | 260,067              | 592,063 |
|   | 1,079,478             | 833,708 | 1,012,848            | 829,650 |

On 8 December 2023, the Company sold its investment in KLINIQ, at Baht 35.50 per share, or a total of Baht 177.50 million. The Company's shareholding percentage has reduced from 7.27% to 5%. The Company recognised loss from sale of this investment in profit or loss amounting to Baht 16.25 million (when comparing to Baht 38.75 per share as at 31 December 2022).

During the current year, the Company has sold all of its investment in KLINIQ at a price of Baht 39.00 per share or amounting to Baht 429 million. The Company recognised loss from the sale of such investment in profit or loss amounting to Baht 33.00 million (when comparing to Baht 42.00 per share as at 31 December 2022).

## 11. Investments in subsidiaries

11.1 Details of investments in subsidiaries as presented in the separate financial statements are as follows.

(Unit: Thousand Baht)

| Company's name                                | Paid-up capital |         | Shareholding Percentage |      | Cost    |         |
|---|-----------------|---------|-------------------------|------|---------|---------|
|   | 2024            | 2023    | 2024                    | 2023 | 2024    | 2023    |
|   |                 |         |                         |      | (%)     | (%)     |
| Ekachai International Company Limited         | 85,798          | 85,798  | 67                      | 67   | 57,300  | 57,300  |
| Ekachai Nursing Home Company Limited          | 160,000         | 160,000 | 100                     | 100  | 160,000 | 160,000 |
| EN Mental Care Company Limited                | 300,000         | -       | 60                      | -    | 180,000 | -       |
| Ekachai Cardiovascular Center Company Limited | 8,000           | -       | 50.50                   | -    | 4,040   | -       |
| Total   |                 |         |                         |      | 401,340 | 217,300 |

During the years 2024 and 2023, the Company had no dividend received from the subsidiaries.

### EN Mental Care Company Limited

On 14 November 2023, the Board of Directors' meeting passed a resolution approving the establishment of EN Mental Care Company Limited, which is engaged in operating a specialised psychiatric hospital. The subsidiary registered its incorporation with the Ministry of Commerce on 23 January 2024, with a registered share capital of Baht 400 million, consisting of 4,000,000 ordinary shares with a par value of Baht 100 each. The subsidiary called for the first payment of shares at Baht 25 per shares. The Company's shareholding percentage in the subsidiary is 60%.

On 29 April 2024, the Company paid an additional Baht 60 million for shares in EN Mental Care Company Limited, as totaling investment amount to Baht 120 million. The Company's shareholding percentage in this subsidiary remains at 60%.

On 30 July 2024, the Company paid an additional Baht 60 million for shares in EN Mental Care Company Limited, as totaling investment amount to Baht 180 million. The Company's shareholding percentage in this subsidiary remains at 60%.

#### Ekachai Cardiovascular Center Company Limited

On 14 August 2024, the Board of Directors' meeting passed a resolution approving the establishment of Ekachai Cardiovascular Center Company Limited, which is engaged in operating a specialised heart and vascular center. The subsidiary registered its incorporation with the Ministry of Commerce on 5 September 2024, with a registered share capital of Baht 8 million, consisting of 80,000 ordinary shares with a par value of Baht 100 each. The Company's shareholding percentage in the subsidiary is 50.50% and paid for the investment amounting to Baht 4.04 million.

### 11.2 Details of investment in subsidiaries that has material non-controlling interests

(Unit: Thousand Baht)

| Company's name                                | Proportion of equity interest held by non-controlling interests |      | Accumulated balance of non-controlling interests |        | Gain or loss allocated to non-controlling interests during the year |       |
|---|---|------|--|--------|---|-------|
|   | 2024  | 2023 | 2024   | 2023   | 2024  | 2023  |
|   | (%)   | (%)  |  |        |   |       |
| Ekachai International Company Limited         | 33  | 33   | 37,093   | 27,064 | 10,029  | 4,957 |
| EN Mental Care Company Limited                | 40  | -    | 120,264  | -      | 264   | -     |
| Ekachai Cardiovascular Center Company Limited | 49.50   | -    | 3,945  | -      | (15)  | -     |

### 11.3 Summarised financial information that based on amounts before inter-company elimination of the subsidiaries that has material non-controlling interests.

#### **Summarised information about financial position.**

(Unit: Thousand Baht)

|                         | As at 31 December                     |        |                                |      |   |      |
|-------------------------|---------------------------------------|--------|--------------------------------|------|---|------|
|                         | Ekachai International Company Limited |        | EN Mental Care Company Limited |      | Ekachai Cardiovascular Center Company Limited |      |
|                         | 2024                                  | 2023   | 2024                           | 2023 | 2024  | 2023 |
| Current assets          | 145,025                               | 92,154 | 248,771                        | -    | 5,018   | -    |
| Non-current assets      | 7,358                                 | 18,457 | 59,887                         | -    | 3,088   | -    |
| Current liabilities     | 48,775                                | 37,364 | 7,999                          | -    | 135   | -    |
| Non-current liabilities | 1,020                                 | 946    | -                              | -    | -   | -    |

## Summarised information about comprehensive income

(Unit: Thousand Baht)

|                            | For the year ended 31 December |         |                 |      |                               |      |
|----------------------------|--------------------------------|---------|-----------------|------|-------------------------------|------|
|                            | Ekachai International          |         | EN Mental Care  |      | Ekachai Cardiovascular Center |      |
|                            | Company Limited                |         | Company Limited |      | Company Limited               |      |
|                            | 2024                           | 2023    | 2024            | 2023 | 2024                          | 2023 |
| Revenue                    | 172,217                        | 129,900 | 1,950           | -    | 13                            | -    |
| Profit (loss)              | 30,288                         | 14,983  | 659             | -    | (30)                          | -    |
| Total comprehensive income | 30,288                         | 14,983  | 659             | -    | (30)                          | -    |

## Summarised information about cash flow

(Unit: Thousand Baht)

|   | For the year ended 31 December |        |                 |      |                               |      |
|---|--------------------------------|--------|-----------------|------|-------------------------------|------|
|   | Ekachai International          |        | EN Mental Care  |      | Ekachai Cardiovascular Center |      |
|   | Company Limited                |        | Company Limited |      | Company Limited               |      |
|   | 2024                           | 2023   | 2024            | 2023 | 2024                          | 2023 |
| Cash flow from (used in) operating activities | 56,026                         | 39,201 | (1,059)         | -    | 85                            | -    |
| Cash flow from (used in) investing activities | 4,668                          | 244    | (95,403)        | -    | (3,067)                       | -    |
| Cash flow from financing activities           | -                              | -      | 300,000         | -    | 8,000                         | -    |
| Net increase in cash and cash equivalents     | 60,694                         | 39,445 | 203,538         | -    | 5,018                         | -    |

## 12. Investment in an associate

### 12.1 Details of an associate

(Unit: Thousand Baht)

| Company's name               | Nature of business   | Country of incorporation | Consolidated/Separate financial statements |      |        |        |   |        |
|------------------------------|--|--------------------------|--|------|--------|--------|---|--------|
|                              |  |                          | Shareholding                               |      | Cost   |        | Carrying amounts based on equity method |        |
|                              |  |                          | percentage                                 |      |        |        |   |        |
|                              |  |                          | 2024                                       | 2023 | 2024   | 2023   | 2024                                    | 2023   |
|                              |  |                          | (%)  | (%)  |        |        |   |        |
| Koon Ao Nang Company Limited | Elderly care center and specialised hospitals for the elders | Thailand                 | 49   | 49   | 24,500 | 24,500 | 23,225                                  | 24,431 |
| Total                        |  |                          |  |      | 24,500 | 24,500 | 23,225                                  | 24,431 |

On 9 August 2023, the Board of Directors' meeting passed a resolution approving the Company invested in Koon Ao Nang Company Limited in Thailand, to operate a specialised hospital and elderly care center with a registered share capital of Baht 200 million, consisting of 2,000,000 ordinary shares with a par value of Baht 100 each. Such company registered its incorporation with the Ministry of Commerce on 1 November 2023.

During the year 2023, the Company paid Baht 24.5 million for shares, which represented 25 percent of the called-up capital. The associate's shareholding in such company is 49 percent.

During the years 2024 and 2023, the Group had no dividend received from the associate.

## 12.2 Share of income

During the years, the Company has recognised share of loss from investment in an associate in the consolidated financial statements and separate financial statements as follows:

|                              | (Unit: Thousand Baht)   |      |
|------------------------------|---|------|
|                              | Consolidated/Separate financial statements                    |      |
|                              | Share of loss from investment in an associate during the year |      |
|                              | 2024  | 2023 |
| Koon Ao Nang Company Limited | (1,206)   | (69) |
| Total                        | (1,206)   | (69) |

## 13. Investment properties

The net book values of investment properties which are condominium units as at 31 December 2024 and 2023 are presented below.

|                                | (Unit: Thousand Baht)                      |         |
|--------------------------------|--|---------|
|                                | Consolidated/Separate financial statements |         |
|                                | 2024                                       | 2023    |
| Cost                           | 3,772                                      | 3,772   |
| Less: Accumulated depreciation | (1,460)                                    | (1,271) |
| Net book value                 | 2,312                                      | 2,501   |

Reconciliations of the net book value of investment properties for 2024 and 2023 are presented below.

|                                     | (Unit: Thousand Baht)                      |       |
|-------------------------------------|--|-------|
|                                     | Consolidated/Separate financial statements |       |
|                                     | 2024                                       | 2023  |
| Net book value at beginning of year | 2,501                                      | 2,689 |

|                               |       |       |
|-------------------------------|-------|-------|
| Depreciation for the year     | (189) | (188) |
| Net book value at end of year | 2,312 | 2,501 |

Fair value of the investment properties as at 31 December 2024 amounted to Baht 2.7 million (2023: Baht 2.9 million). The fair value of the condominium units has been determined based on market prices.

#### 14. Property, plant and equipment

(Unit: Thousand Baht)

| Consolidated financial statements   |         |  |                                   |   |                   |                              |           |
|---|---------|--|-----------------------------------|---|-------------------|------------------------------|-----------|
|   | Land    | Buildings<br>and building<br>improvement | Medical<br>tools and<br>equipment | Furniture,<br>fixtures and<br>office<br>equipment | Motor<br>vehicles | Assets under<br>construction | Total     |
| <b>Cost</b>   |         |  |                                   |   |                   |                              |           |
| 1 January 2023  | 73,296  | 796,255                                  | 205,820                           | 65,540  | 24,574            | 20,644                       | 1,186,129 |
| Additions   | -       | 2,755                                    | 20,390                            | 2,490   | 4,099             | 53,135                       | 82,869    |
| Disposals/write-off   | -       | (1,112)                                  | (3,568)                           | (1,786)   | (411)             | -                            | (6,877)   |
| Transfers   | -       | 56,240                                   | 900                               | 856   | 477               | (58,473)                     | -         |
| 31 December 2023  | 73,296  | 854,138                                  | 223,542                           | 67,100  | 28,739            | 15,306                       | 1,262,121 |
| Additions   | 121,225 | 4,671                                    | 15,294                            | 2,942   | 3,404             | 105,384                      | 252,920   |
| Disposals/write-off   | -       | (3,997)                                  | (9,295)                           | (1,137)   | (3,690)           | -                            | (18,119)  |
| Transfers   | -       | 25,521                                   | -                                 | 1,135   | -                 | (26,656)                     | -         |
| Transfers to intangible assets  | -       | -  | -                                 | -   | -                 | (5,894)                      | (5,894)   |
| 31 December 2024  | 194,521 | 880,333                                  | 229,541                           | 70,040  | 28,453            | 88,140                       | 1,491,028 |
| <b>Accumulated depreciation</b>   |         |  |                                   |   |                   |                              |           |
| 1 January 2023  | -       | 305,341                                  | 158,429                           | 46,202  | 19,343            | -                            | 529,315   |
| Depreciation for the year   | -       | 52,054                                   | 17,165                            | 6,507   | 2,606             | -                            | 78,332    |
| Depreciation on disposals/<br>write-off   | -       | (708)                                    | (2,982)                           | (1,670)   | (363)             | -                            | (5,723)   |
| 31 December 2023  | -       | 356,687                                  | 172,612                           | 51,039  | 21,586            | -                            | 601,924   |
| Depreciation for the year   | -       | 54,991                                   | 14,397                            | 6,810   | 2,740             | -                            | 78,938    |
| Depreciation on disposals/<br>write-off   | -       | (3,058)                                  | (9,178)                           | (1,026)   | (3,534)           | -                            | (16,796)  |
| 31 December 2024  | -       | 408,620                                  | 177,831                           | 56,823  | 20,792            | -                            | 664,066   |
| <b>Net book value</b>   |         |  |                                   |   |                   |                              |           |
| 31 December 2023  | 73,296  | 497,451                                  | 50,930                            | 16,061  | 7,153             | 15,306                       | 660,197   |
| 31 December 2024  | 194,521 | 471,713                                  | 51,710                            | 13,217  | 7,661             | 88,140                       | 826,962   |
| <b>Depreciation for the year</b>  |         |  |                                   |   |                   |                              |           |
| 2023 (Baht 74.37 million included in cost of hospital operations, and the balance in administrative expenses) |         |  |                                   |   |                   |                              | 78,332    |
| 2024 (Baht 75.10 million included in cost of hospital operations, and the balance in administrative expenses) |         |  |                                   |   |                   |                              | 78,938    |

(Unit: Thousand Baht)

Separate financial statements

|   | Land    | Buildings<br>and building<br>improvement | Medical<br>tools and<br>equipment | Furniture,<br>fixtures and<br>office<br>equipment | Motor<br>vehicles | Assets under<br>construction | Total     |
|---|---------|--|-----------------------------------|---|-------------------|------------------------------|-----------|
| <b>Cost</b>   |         |  |                                   |   |                   |                              |           |
| 1 January 2023  | 73,296  | 645,460                                  | 176,193                           | 58,179  | 23,384            | 16,047                       | 992,559   |
| Additions   | -       | 2,091                                    | 17,998                            | 2,103   | 4,007             | 50,682                       | 76,881    |
| Disposals/write-off   | -       | (1,112)                                  | (3,548)                           | (1,771)   | (411)             | -                            | (6,842)   |
| Transfers   | -       | 56,240                                   | 900                               | 856   | 477               | (58,473)                     | -         |
| 31 December 2023  | 73,296  | 702,679                                  | 191,543                           | 59,367  | 27,457            | 8,256                        | 1,062,598 |
| Additions   | 121,225 | 4,169                                    | 14,547                            | 2,501   | 2,421             | 82,541                       | 227,404   |
| Disposals/write-off   | -       | (3,997)                                  | (9,292)                           | (939)   | (3,690)           | -                            | (17,918)  |
| Transfers   | -       | 25,033                                   | -                                 | 562   | -                 | (25,595)                     | -         |
| 31 December 2024  | 194,521 | 727,884                                  | 196,798                           | 61,491  | 26,188            | 65,202                       | 1,272,084 |
| <b>Accumulated depreciation</b>   |         |  |                                   |   |                   |                              |           |
| 1 January 2023  | -       | 284,710                                  | 141,794                           | 44,284  | 18,338            | -                            | 489,126   |
| Depreciation for the year   | -       | 40,369                                   | 11,691                            | 5,349   | 2,416             | -                            | 59,825    |
| Depreciation on disposals/<br>write-off   | -       | (708)                                    | (2,980)                           | (1,659)   | (363)             | -                            | (5,710)   |
| 31 December 2023  | -       | 324,371                                  | 150,505                           | 47,974  | 20,391            | -                            | 543,241   |
| Depreciation for the year   | -       | 43,234                                   | 10,417                            | 5,618   | 2,595             | -                            | 61,864    |
| Depreciation on disposals/<br>write-off   | -       | (3,058)                                  | (9,177)                           | (855)   | (3,534)           | -                            | (16,624)  |
| 31 December 2024  | -       | 364,547                                  | 151,745                           | 52,737  | 19,452            | -                            | 588,481   |
| <b>Net book value</b>   |         |  |                                   |   |                   |                              |           |
| 31 December 2023  | 73,296  | 378,308                                  | 41,038                            | 11,393  | 7,066             | 8,256                        | 519,357   |
| 31 December 2024  | 194,521 | 363,337                                  | 45,053                            | 8,754   | 6,736             | 65,202                       | 683,603   |
| <b>Depreciation for the year</b>  |         |  |                                   |   |                   |                              |           |
| 2023 (Baht 57.51 million included in cost of hospital operations, and the balance in administrative expenses) |         |  |                                   |   |                   |                              | 59,825    |
| 2024 (Baht 59.42 million included in cost of hospital operations, and the balance in administrative expenses) |         |  |                                   |   |                   |                              | 61,864    |

As at 31 December 2024, certain items of building and equipment of the Group were fully depreciated but are still in use. The gross carrying amount before deducting accumulated depreciation and allowance for impairment loss of those assets amounted to Baht 225 million (2023: Baht 188 million) (the Company only: Baht 205 million, 2023: Baht 186 million).

The Company has mortgaged land and buildings with a net book value of Baht 437 million (2023: Baht 452 million) as collateral to secure bank credit facilities.

## 15. Leases

### 15.1 The Group as a lessee

The Group has lease contracts related to office spaces and land for use in its operations. The terms of the agreements are generally between 7 and 32 years.

#### a) Right-of-use assets

Movement of right-of-use assets for the year ended 31 December 2024 and 2023 are summarised below.

|   | (Unit: Thousand Baht)             |  |         |
|---|-----------------------------------|--|---------|
|   | Consolidated financial statements |  |         |
|   | Land                              | Buildings and<br>improvement<br>building | Total   |
| 1 January 2023                                      | 7,733                             | 11,542                                   | 19,275  |
| Depreciation for the year                           | (345)                             | (6,363)                                  | (6,708) |
| 1 January 2024                                      | 7,388                             | 5,179                                    | 12,567  |
| Increase from leasing contracts                     | 93,905                            | -  | 93,905  |
| Increase from remeasurement of<br>lease liabilities | -                                 | 12,288                                   | 12,288  |
| Transfer to lease receivables (net)                 | -                                 | (3,110)                                  | (3,110) |
| Depreciation for the year                           | (2,904)                           | (5,318)                                  | (8,222) |
| 31 December 2024                                    | 98,389                            | 9,039                                    | 107,428 |

#### b) Lease liabilities

|  | (Unit: Thousand Baht)                |          |
|--|--------------------------------------|----------|
|  | Consolidated<br>financial statements |          |
|  | 2024                                 | 2023     |
| Lease payments                                     | 208,056                              | 31,612   |
| Less: Deferred interest expenses                   | (131,265)                            | (15,405) |
| Total  | 76,791                               | 16,207   |
| Less: Portion due within one year                  | (6,159)                              | (6,568)  |
| Lease liabilities - portion due more than one year | 70,632                               | 9,639    |

Movements of the lease liability account during the years ended 31 December 2024 and 2023 are summarised below:

|   | (Unit: Thousand Baht)             |         |
|---|-----------------------------------|---------|
|   | Consolidated financial statements |         |
|   | 2024                              | 2023    |
| Balance at beginning of year                      | 16,207                            | 23,823  |
| Increase from leasing contracts                   | 53,905                            | -       |
| Increases from remeasurement of lease liabilities | 12,288                            | -       |
| Accretion of interest                             | 1,965                             | 1,652   |
| Repayment   | (7,574)                           | (9,268) |
| Balance at end of year                            | 76,791                            | 16,207  |

The Group had total cash outflows for leases for the year ended 31 December 2024 of Baht 11.95 million (2023: Baht 10.91 million), including the cash outflow related to short-term lease, leases of low-value assets and variable lease payments that do not depend on an index or a rate.

A maturity analysis of lease payments is disclosed in Note 32.1 to the financial statements under the liquidity risk.

**c) Expenses relating to leases that are recognised in profit or loss**

|  | (Unit: Thousand Baht)             |       |
|--|-----------------------------------|-------|
|  | Consolidated financial statements |       |
|  | 2024                              | 2023  |
| Depreciation expense of right-of-use assets  | 8,222                             | 6,708 |
| Interest expense on lease liabilities  | 1,965                             | 1,652 |
| Expense relating to leases of low-value assets                                       | 39                                | 61    |
| Expense relating to variable lease payments that do not depend on an index or a rate | 1,725                             | 2,484 |

## 15.2 The Group as a lessor

The Group has entered into finance lease for its office spaces of the lease term is 2.5 year.

|   | (Unit: Thousand Baht) |      |
|---|-----------------------|------|
|   | Consolidated          |      |
|   | financial statements  |      |
|   | 2024                  | 2023 |
| Undiscounted lease payments receivable under finance leases |                       |      |
| Within 1 year   | 1,614                 | -    |
| Over 1 and up to 5 year                                     | 1,672                 | -    |
| Total   | 3,286                 | -    |
| Less: Deferred interest income                              | (214)                 | -    |
| Lease receivable under finance leases                       | 3,072                 | -    |
| Amounts recognised in profit or loss for finance lease      |                       |      |

|   | (Unit: Thousand Baht) |      |
|---|-----------------------|------|
|   | Consolidated          |      |
|   | financial statements  |      |
|   | 2024                  | 2023 |
| Interest income on the net investment in finance lease  | 54                    | -    |
| Income relating to variable lease payments not included in the measurement of the net investment in the lease | 20                    | -    |

## 16. Intangible assets

Net book values of intangible assets which are computer software as at 31 December 2024 and 2023 are presented below.

|                                | (Unit: Thousand Baht) |          |                      |          |
|--------------------------------|-----------------------|----------|----------------------|----------|
|                                | Consolidated          |          | Separate             |          |
|                                | financial statements  |          | financial statements |          |
|                                | 2024                  | 2023     | 2024                 | 2023     |
| Cost                           | 23,999                | 17,014   | 16,976               | 15,885   |
| Less: Accumulated amortisation | (15,043)              | (13,960) | (13,939)             | (13,420) |
| Net book value                 | 8,956                 | 3,054    | 3,037                | 2,465    |

A reconciliation of the net book value of intangible assets for 2024 and 2023 is presented below.

|   | (Unit: Thousand Baht) |       |                      |       |
|---|-----------------------|-------|----------------------|-------|
|   | Consolidated          |       | Separate             |       |
|   | financial statements  |       | financial statements |       |
|   | 2024                  | 2023  | 2024                 | 2023  |
| Net book value at beginning of year                     | 3,054                 | 2,721 | 2,465                | 2,019 |
| Additions   | 1,091                 | 760   | 1,091                | 760   |
| Transfer assets under construction to intangible assets | 5,894                 | -     | -                    | -     |
| Amortisation for the year                               | (1,083)               | (427) | (519)                | (314) |
| Net book value at end of year                           | 8,956                 | 3,054 | 3,037                | 2,465 |

#### 17. Credit facilities from bank

As at 31 December 2024 and 2023, the Company has unused bank overdraft and short-term loan facilities totalling to Baht 28 million. The credit facilities were secured by the mortgage of the Company's land and buildings and guaranteed by the Company's directors.

#### 18. Trade and other payables

|                                    | (Unit: Thousand Baht) |         |                      |         |
|------------------------------------|-----------------------|---------|----------------------|---------|
|                                    | Consolidated          |         | Separate             |         |
|                                    | financial statements  |         | financial statements |         |
|                                    | 2024                  | 2023    | 2024                 | 2023    |
| Trade payables - related parties   | -                     | -       | 4                    | 576     |
| Trade payables - unrelated parties | 45,758                | 34,510  | 25,481               | 31,529  |
| Other payables - related parties   | -                     | -       | 257                  | -       |
| Other payables - unrelated parties | 44,220                | 35,091  | 27,692               | 27,530  |
| Accrued expenses                   | 59,578                | 64,268  | 47,049               | 44,234  |
| Total                              | 149,556               | 133,869 | 100,483              | 103,869 |

## 19. Provision for long-term employee benefits

Provision for long-term employee benefits, which represents compensation payable to employees after they retire, was as follows.

|   | (Unit: Thousand Baht) |        |                      |        |
|---|-----------------------|--------|----------------------|--------|
|   | Consolidated          |        | Separate             |        |
|   | financial statements  |        | financial statements |        |
|   | 2024                  | 2023   | 2024                 | 2023   |
| <b>Provision for long-term employee</b> |                       |        |                      |        |
| <b>benefits at beginning of year</b>    | 11,334                | 9,366  | 11,069               | 9,241  |
| Included in profit or loss:             |                       |        |                      |        |
| Current service cost                    | 2,711                 | 2,441  | 2,551                | 2,305  |
| Interest cost                           | 275                   | 227    | 268                  | 223    |
| Included in other comprehensive income: |                       |        |                      |        |
| Actuarial (gain) loss arising from      |                       |        |                      |        |
| Demographic assumptions changes         | 395                   | -      | 423                  | -      |
| Financial assumptions changes           | 183                   | -      | 181                  | -      |
| Experience adjustments                  | 124                   | -      | (7)                  | -      |
| Benefits paid during the year           | (1,047)               | (700)  | (1,047)              | (700)  |
| <b>Provision for long-term employee</b> |                       |        |                      |        |
| <b>benefits at end of year</b>          | 13,975                | 11,334 | 13,438               | 11,069 |

As at 31 December 2024, the Group expects to pay Baht 0.77 million of long-term employee benefits during the next year (2023: Baht 1.05 million).

As at 31 December 2024, the weighted average duration of the liabilities for long-term employee benefits is 7 - 13 years (2023: 7 - 12 years) (the Company only: 7 years, 2023 7 years).

Significant actuarial assumptions are summarised below.

|                      | (Unit: percent per annum)         |              |                               |              |
|----------------------|-----------------------------------|--------------|-------------------------------|--------------|
|                      | Consolidated financial statements |              | Separate financial statements |              |
|                      | 2024                              | 2023         | 2024                          | 2023         |
| Discount rate        | 2.20 - 2.50                       | 2.37 - 3.12  | 2.20                          | 2.42         |
| Salary increase rate | 3                                 | 3            | 3                             | 3            |
| Turnover rate        | 0.00 - 36.00                      | 0.00 - 32.00 | 0.00 - 25.00                  | 0.00 - 23.00 |

The results of sensitivity analysis for significant assumptions that affect the present value of the long-term employee benefit obligations as at 31 December 2024 and 2023 are summarised below.

(Unit: Thousand Baht)

|                      | As at 31 December 2024            |             |                               |             |
|----------------------|-----------------------------------|-------------|-------------------------------|-------------|
|                      | Consolidated financial statements |             | Separate financial statements |             |
|                      | Increase 1%                       | Decrease 1% | Increase 1%                   | Decrease 1% |
| Discount rate        | (874)                             | 974         | (815)                         | 907         |
| Salary increase rate | 957                               | (876)       | 891                           | (816)       |
| Turnover rate        | (979)                             | 531         | (910)                         | 478         |

(Unit: Thousand Baht)

|                      | As at 31 December 2023            |             |                               |             |
|----------------------|-----------------------------------|-------------|-------------------------------|-------------|
|                      | Consolidated financial statements |             | Separate financial statements |             |
|                      | Increase 1%                       | Decrease 1% | Increase 1%                   | Decrease 1% |
| Discount rate        | (683)                             | 759         | (666)                         | 740         |
| Salary increase rate | 864                               | (789)       | 843                           | (770)       |
| Turnover rate        | (768)                             | 402         | (749)                         | 391         |

## 20. Share capital

20.1 On 26 April 2024, the 2024 Annual General Meeting of the Company's shareholders passed resolutions as follows:

- 1) Approving a reduction of the Company's registered capital from the original registered capital of Baht 420,249,775 (840,499,549 ordinary shares with a par value of Baht 0.50 each) to Baht 420,248,690 (840,497,380 ordinary shares with a par value of Baht 0.50 each) for unallocated portion of dividend payment of Baht 1,085 (2,169 ordinary shares with a par value of Baht 0.50 each) in accordance with the resolution approving the dividend payment of the 2023 Annual General Meeting of the Company's shareholders.
- 2) Approving the increase in the Company's registered capital from Baht 420,248,690 (840,497,380 ordinary shares with a par value of Baht 0.50 each) to Baht 430,754,902 (861,509,804 ordinary shares with a par value of Baht 0.50 each) by issuing 21,012,424 new ordinary shares with a par value of Baht 0.50 each to support the stock dividend payment and the right adjustment of the warrants to purchase ordinary shares of the Company No. 1 (EKH-W1).

20.2 Reconciliations of number of registered ordinary shares and issued and paid-up ordinary shares for the year ended 31 December 2024 and 2023 are as follows:

|  | 2024            |                    | 2023            |                    |
|--|-----------------|--------------------|-----------------|--------------------|
|  | Registered      | Issued and paid-up | Registered      | Issued and paid-up |
|  | ordinary shares | ordinary shares    | ordinary shares | ordinary shares    |
| Number of ordinary shares at 1 January   | 840,499,549     | 710,189,855        | 819,999,561     | 674,894,935        |
| Reduction for the unallocated portion of stock dividend for 2023   | (2,169)         | -                  |                 |                    |
| Issue ordinary shares for stock dividend payment   | 17,754,746      | 17,723,667         | 16,872,373      | 16,870,204         |
| Issue ordinary shares for the right adjustment of the warrants to purchase the Company's ordinary shares | 3,257,678       | -                  | 3,627,615       | -                  |
| Issue ordinary shares as a result of warrants exercised (Note 21)  | -               | 127,682,875        | -               | 18,424,716         |
| Number of ordinary shares at 31 December   | 861,509,804     | 855,596,397        | 840,499,549     | 710,189,855        |

## 21. Warrant

A reconciliation of number of warrants (EKH-W1) for the years 2024 and 2023 is provided below.

|                                      | (Unit: Thousand Units) |          |
|--------------------------------------|------------------------|----------|
|                                      | EKH-W1                 |          |
|                                      | 2024                   | 2023     |
| Number of warrants as at 1 January   | 130,308                | 145,109  |
| Adjusted the rights of the warrants  | 3,257                  | 3,628    |
| Exercised during the year            | (127,683)              | (18,425) |
| Expired during the year              | (5,882)                | -        |
| Number of warrants as at 31 December | -                      | 130,308  |

a) On 25 April 2023, the 2023 Annual General Meeting of the Company's shareholders passed resolutions approving to adjust the rights of the warrants to purchase ordinary shares of the Company No. 1 (EKH-W1) due to the stock dividend payment. The adjustment was effective as from 3 May 2023.

|  | Current                      | Adjustment to                 |
|--|------------------------------|-------------------------------|
| Exercise price   | Baht 6.058 per share         | Baht 5.910 per share          |
| Exercise ratio   | 1 unit : 1.04 ordinary share | 1 unit : 1.066 ordinary share |
| Total warrants   | 139,523,679 units            | 139,523,679 units             |
| Registered shares reserved for warrant exercise (net of exercised warrant) | 145,104,626 shares           | 148,732,241 shares            |

During 2023, 18,424,716 warrants were exercised. Cash receipts amounting to Baht 108,890,076 from the exercise of rights to convert warrants to ordinary shares was recorded as issued and paid-up share capital amounting to Baht 9,212,359 and share premium amounting to Baht 99,677,717. The Company registered the increase in its paid-up share capital as a result of this warrant exercise with the Ministry of Commerce. As a result, the Company's paid-up capital has increased from Baht 345,882,569 (691,765,139 ordinary shares with a par value of Baht 0.50 each) to Baht 355,094,928 (710,189,855 ordinary shares with a par value of Baht 0.50 each) and its premium on ordinary shares has increased from Baht 739,977,884 to Baht 839,655,601.

- b) On 26 April 2024, the 2024 Annual General Meeting of the Company's shareholders passed resolutions approving to adjust the rights of the warrants to purchase ordinary shares of the Company No. 1 (EKH-W1) due to the stock dividend payment. The adjustment was effective as from 7 May 2024.

|  | Current                      | Adjustment to                  |
|--|------------------------------|--------------------------------|
| Exercise price   | Baht 5.910 per share         | Baht 5.766 per share           |
| Exercise ratio   | 1 unit: 1.066 ordinary share | 1 unit: 1.09265 ordinary share |
| Total warrants   | 139,523,679 units            | 122,239,696 units              |
| Registered shares reserved for warrant exercise (net of exercised warrant) | 130,307,525 shares           | 133,565,203 shares             |

On 31 May 2024, 49,424,414 shares were exercised. Cash receipts amounting to Baht 284,981,171 from the exercise of rights to convert warrants to ordinary shares was recorded as issued and paid-up share capital amounting to Baht 24,712,207 and share premium amounting to Baht 260,268,964. The Company registered the increase in its paid-up share capital as a result of this warrant exercise with the Ministry of Commerce on 6 June 2024. As a result, the Company's paid-up capital has increased from Baht 363,956,761 (727,913,522 ordinary shares with a par value of Baht 0.50 each) to Baht 388,668,968 (777,337,936 ordinary shares with a par value of Baht 0.50 each) and its premium on ordinary shares has increased from Baht 839,655,601 to Baht 1,099,924,565.

On 14 November 2024 (the last exercise date), 78,258,461 shares were exercised. Cash receipts amounting to Baht 451,238,286 from the exercise of rights to convert warrants to ordinary shares was recorded as issued and paid-up share capital amounting to Baht 39,129,231 and share premium amounting to Baht 400,577,764. The Company registered the increase in its paid-up share capital as a result of this warrant exercise with the Ministry of Commerce on 26 November 2024. As a result, the Company's paid-up capital has increased from Baht 388,668,968 (777,337,936 ordinary shares with a par value of Baht 0.50 each) to Baht 427,798,199 (855,596,397 ordinary shares with a par value of Baht 0.50 each) and its premium on ordinary shares has increased from Baht 1,099,924,565 to Baht 1,500,502,329.

In addition, the outstanding 5,882,328 warrants were expired on 14 November 2024.

## 22. Statutory reserve

Pursuant to Section 116 of the Public Limited Companies Act B.E. 2535, the Company is required to set aside a statutory reserve at least 5% of its net profit for the year until the reserve reaches 10% of the registered share capital. The statutory reserve is not available for dividend distribution. During 2024, the Company set aside the statutory reserve amounting to Baht 1.05 million (2023: Baht 1.02 million). The statutory reserve has fully been set aside.

## 23. Other income

|  | (Unit: Thousand Baht) |               |                      |               |
|--|-----------------------|---------------|----------------------|---------------|
|  | Consolidated          |               | Separate             |               |
|  | financial statements  |               | financial statements |               |
|  | <u>2024</u>           | <u>2023</u>   | <u>2024</u>          | <u>2023</u>   |
| Gain arising on FVTPL equity instruments | -                     | 19,500        | -                    | 19,500        |
| Dividend income                          | 8,250                 | 16,800        | 8,250                | 16,800        |
| Others                                   | 14,088                | 13,292        | 14,115               | 13,872        |
| Total                                    | <u>22,338</u>         | <u>40,592</u> | <u>22,365</u>        | <u>50,172</u> |

## 24. Expenses by nature

Significant expenses by nature are as follows.

|   | (Unit: Thousand Baht) |             |                      |             |
|---|-----------------------|-------------|----------------------|-------------|
|   | Consolidated          |             | Separate             |             |
|   | financial statements  |             | financial statements |             |
|   | <u>2024</u>           | <u>2023</u> | <u>2024</u>          | <u>2023</u> |
| Salary, wages and other employee benefits                 | 313,064               | 292,650     | 269,118              | 260,212     |
| Physicians' fee   | 216,792               | 204,125     | 197,863              | 191,946     |
| Depreciation  | 87,348                | 85,299      | 62,052               | 60,014      |
| Amortisation  | 1,083                 | 426         | 519                  | 313         |
| Medicine, medical supply and other<br>supply consumptions | 171,807               | 165,303     | 134,710              | 140,104     |
| Utilities charge  | 25,933                | 27,316      | 21,734               | 23,443      |

## 25. Income tax

Income tax expenses for the years ended 31 December 2024 and 2023 are made up as follows.

|   | (Unit: Thousand Baht) |               |                      |               |
|---|-----------------------|---------------|----------------------|---------------|
|   | Consolidated          |               | Separate             |               |
|   | financial statements  |               | financial statements |               |
|   | 2024                  | 2023          | 2024                 | 2023          |
| <b>Current income tax</b>                                     |                       |               |                      |               |
| Current income tax for the year                               | 164,983               | 55,508        | 155,919              | 55,156        |
| <b>Deferred tax</b>   |                       |               |                      |               |
| Relating to origination and reversal of temporary differences | (101,778)             | 15,074        | (98,624)             | 9,866         |
| <b>Income tax expenses reported in profit or loss</b>         | <b>63,205</b>         | <b>70,582</b> | <b>57,295</b>        | <b>65,022</b> |

The reconciliation between accounting profit and income tax expenses is shown below.

|  | (Unit: Thousand Baht) |               |                      |               |
|--|-----------------------|---------------|----------------------|---------------|
|  | Consolidated          |               | Separate             |               |
|  | financial statements  |               | financial statements |               |
|  | 2024                  | 2023          | 2024                 | 2023          |
| Accounting profit before income tax                        | 353,541               | 372,801       | 289,644              | 345,012       |
| Applicable tax rate  | 20%                   | 20%           | 20%                  | 20%           |
| Accounting profit before tax multiplied by income tax rate | 70,708                | 74,560        | 57,929               | 69,002        |
| Effects of elimination                                     | (6,944)               | (238)         | -                    | -             |
| Effects of:  |                       |               |                      |               |
| Tax exempt on dividend income                              | -                     | (3,360)       | -                    | (3,360)       |
| Non-deductible expenses                                    | 249                   | 202           | 167                  | 147           |
| Additional expense deductions allowed                      | (858)                 | (839)         | (822)                | (827)         |
| Others   | 50                    | 257           | 21                   | 60            |
| Total  | (559)                 | (3,740)       | (634)                | (3,980)       |
| Income tax expenses reported in profit or loss             | <b>63,205</b>         | <b>70,582</b> | <b>57,295</b>        | <b>65,022</b> |

The components of deferred tax assets and liabilities are as follows.

|  | (Unit: Thousand Baht) |        |                      |          |
|--|-----------------------|--------|----------------------|----------|
|  | Consolidated          |        | Separate             |          |
|  | financial statements  |        | financial statements |          |
|  | 2024                  | 2023   | 2024                 | 2023     |
| <b>Deferred tax assets</b>                       |                       |        |                      |          |
| Allowance for expected credit losses             | 175                   | 174    | 175                  | 174      |
| Allowance for diminution in value of inventories | 285                   | 325    | 160                  | 202      |
| Accumulated depreciation - Building improvement  | 213                   | 242    | 213                  | 242      |
| Accumulated amortisation - Computer software     | -                     | 46     | -                    | 46       |
| Provision for discount coupons                   | 1,560                 | 1,566  | 1,560                | 1,566    |
| Provision for decommissioning                    | 159                   | 149    | -                    | -        |
| Provision for long-term employee benefits        | 2,802                 | 2,253  | 2,688                | 2,214    |
| Lease agreements                                 | 8,226                 | 751    | -                    | -        |
| Unrealised fair value loss on investments        | 255                   | -      | 255                  | -        |
| Unused tax loss                                  | 7                     | 4,415  | -                    | -        |
| Total  | 13,682                | 9,921  | 5,051                | 4,444    |
| <b>Deferred tax liabilities</b>                  |                       |        |                      |          |
| Cost of asset decommissioning                    | 6                     | 23     | -                    | -        |
| Unrealised fair value gain on investments        | -                     | 98,136 | -                    | 98,136   |
| Total  | 6                     | 98,159 | -                    | 98,136   |
| <b>Deferred tax assets (liabilities) - net</b>   |                       |        | 5,051                | (93,692) |

## 26. Earnings per share

Basic earnings per share is calculated by dividing profit for the year attributable to equity holders of the Company (excluding other comprehensive income) by the weighted average number of ordinary shares in issue during the year and after adjusting the number of ordinary shares used to calculate earnings per share for the year ended 31 December 2024 in proportion to the distribution of the stock dividend of 18 million shares, on 20 May 2024, as if the stock dividend had been issued at the beginning of the earliest period reported. For the purpose of comparing earnings per share, the Company has also adjusted the number of ordinary shares in issue for the year ended 31 December 2023.

Diluted earnings per share is calculated as described in basic earnings per share and the weighted average number of ordinary shares, which would need to be issued to convert all dilutive potential ordinary shares into ordinary shares. The calculation assumes that the conversion took place either at the beginning of the year or on the date the potential ordinary shares were issued.

The following table sets forth the computation of basic and diluted earnings per share:

|  | (Unit: Thousand Shares)                    |                |
|--|--|----------------|
|  | Consolidated/Separate financial statements |                |
|  | 2024                                       | 2023           |
|  |  | (Adjusted)     |
| Number of ordinary shares issued and paid up         | 710,190                                    | 674,895        |
| Increase share capital                               | 39,296                                     | 5,497          |
| Ordinary shares from the stock dividend distribution | 17,724                                     | 34,594         |
| Weighted average number of ordinary shares           | <u>767,210</u>                             | <u>714,986</u> |

|   | Consolidated financial statements |                 |  |                   |                    |             |
|---|-----------------------------------|-----------------|--|-------------------|--------------------|-------------|
|   | Profit for the year               |                 | Weighted average number of ordinary shares |                   | Earnings per share |             |
|   | <u>2024</u>                       | <u>2023</u>     | <u>2024</u>                                | <u>2023</u>       | <u>2024</u>        | <u>2023</u> |
|   | (Thousand Baht)                   | (Thousand Baht) | (Thousand shares)                          | (Thousand shares) | (Baht)             | (Baht)      |
|   |                                   |                 |  | (Adjusted)        |                    | (Restated)  |
| <b>Basic earnings per share</b>   |                                   |                 |  |                   |                    |             |
| Profit attributable to equity holders of the parent   | 280,058                           | 297,261         | 767,210                                    | 714,986           | 0.3650             | 0.4158      |
| <b>Effect of dilutive potential ordinary shares</b>   |                                   |                 |  |                   |                    |             |
| Warrant EKH-W1  | -                                 | -               | -  | 36,915            |                    |             |
| <b>Diluted earnings per share</b>   |                                   |                 |  |                   |                    |             |
| Profit attributable to ordinary shareholders assuming the conversion of warrants to ordinary shares | <u>280,058</u>                    | <u>297,261</u>  | <u>767,210</u>                             | <u>751,901</u>    | 0.3650             | 0.3953      |

|   | Separate financial statements |                 |  |                   |                    |             |
|---|-------------------------------|-----------------|--|-------------------|--------------------|-------------|
|   | Profit for the year           |                 | Weighted average number of ordinary shares |                   | Earnings per share |             |
|   | <u>2024</u>                   | <u>2023</u>     | <u>2024</u>                                | <u>2023</u>       | <u>2024</u>        | <u>2023</u> |
|   | (Thousand Baht)               | (Thousand Baht) | (Thousand shares)                          | (Thousand shares) | (Baht)             | (Baht)      |
|   |                               |                 |  | (Adjusted)        |                    | (Restated)  |
| <b>Basic earnings per share</b>   |                               |                 |  |                   |                    |             |
| Profit attributable to equity holders of the parent   | 232,350                       | 279,990         | 767,210                                    | 714,986           | 0.3029             | 0.3916      |
| <b>Effect of dilutive potential ordinary shares</b>   |                               |                 |  |                   |                    |             |
| Warrant EKH-W1  | -                             | -               | -  | 36,915            |                    |             |
| <b>Diluted earnings per share</b>   |                               |                 |  |                   |                    |             |
| Profit attributable to ordinary shareholders assuming the conversion of warrants to ordinary shares | <u>232,350</u>                | <u>279,990</u>  | <u>767,210</u>                             | <u>751,901</u>    | 0.3029             | 0.3724      |

## 27. Segment information

Operating segment information is reported in a manner consistent with the internal reports that are regularly reviewed by the chief operating decision maker in order to make decisions about the allocation of resources to the segment and assess its performance.

The Group is principally engaged in the hospital business and infertility center. Its operations are carried on only in Thailand. Segment performance is measured based on operating profit or loss, on a basis consistent with that used to measure operating profit or loss in the financial statements. As a result, all of the revenues, operating profits and assets as reflected in these financial statements pertain exclusively to the aforementioned reportable operating segment and geographical area.

In 2024 and 2023, the Group has no major customer with revenue of 10% or more of the Group's revenues.

## 28. Provident fund

The Group and its employees have jointly established a provident fund in accordance with the Provident Fund Act B.E. 2530. Both employees and the Group contribute to the fund monthly at the rate of 5% of basic salary. The fund, which is managed by Tisco Asset Management Company Limited, will be paid to employees upon termination in accordance with the fund rules. The contributions for 2024 amounting to Baht 3.2 million (2023: Baht 2.3 million) (the Company only: Baht 2.9 million, 2023: Baht 2.1 million) were recognised as expenses.

## 29. Dividend paid

| Dividend                  | Approved by   | Number of share<br>(Thousand shares) | Dividend<br>per share<br>(Baht) | Total dividend<br>(Thousand Baht) |
|---------------------------|---|--------------------------------------|---------------------------------|-----------------------------------|
| Cash dividend for 2022    | Annual General Meeting of<br>the Company's shareholders<br>on 25 April 2023 | 674,873                              | 0.3200                          | 215,960                           |
| Stock dividend for 2022   | Annual General Meeting of<br>the Company's shareholders<br>on 25 April 2023 | 674,873                              | 0.0125                          | 8,435                             |
| Total dividend for 2023   |   |                                      | <u>0.3325</u>                   | <u>224,395</u>                    |
| Cash dividend for 2023    | Annual General Meeting of<br>the Company's shareholders<br>on 26 April 2024 | 709,073                              | 0.3000                          | 212,723                           |
| Stock dividend for 2023   | Annual General Meeting of<br>the Company's shareholders<br>on 26 April 2024 | 709,073                              | 0.0125                          | 8,862                             |
| Interim dividend for 2024 | Board of Directors' Meeting on<br>14 August 2024                            | 776,663                              | 0.2800                          | 217,466                           |
| Total dividend for 2024   |   |                                      | <u>0.5925</u>                   | <u>439,051</u>                    |

### 30. Commitments and contingent liabilities

#### 30.1 Capital commitment

As at 31 December 2024, the Group had capital commitment of Baht 15.76 million (2023: Baht 22.50 million) (the Company only: Baht 6.39 million, 2023: Baht 22.50 million), relating to construction of hospital building and specialised heart and vascular center.

#### 30.2 Service agreement commitments

The Group has entered into service agreements. The terms of the agreements are generally between 1 to 5 years.

Future minimum payments required under the above contracts were as follows.

|                             | (Unit: Thousand Baht) |       |                      |       |
|-----------------------------|-----------------------|-------|----------------------|-------|
|                             | Consolidated          |       | Separate             |       |
|                             | financial statements  |       | financial statements |       |
|                             | 2024                  | 2023  | 2024                 | 2023  |
| Payable                     |                       |       |                      |       |
| In up to 1 year             | 4,382                 | 4,504 | 2,623                | 2,209 |
| In over 1 and up to 3 years | 1,274                 | 2,736 | 626                  | 1,590 |

#### 30.3 Guarantees

As at 31 December 2024, there were outstanding bank guarantees of Baht 1.62 million (2023: Baht 1.61 million) issued by banks on behalf of the Company in respect of certain performance bonds as required in the normal course of business. These included letters of guarantee to guarantee electricity use, among others.

### 31. Fair value hierarchy

As of 31 December 2024 and 2023, the Group had the assets that were measured at fair value or for which fair value was disclosed as follows.

#### Financial assets measured at fair value using the level 1

|                                   | (Unit: Thousand Baht)                      |         |
|-----------------------------------|--|---------|
|                                   | Consolidated/Separate financial statements |         |
|                                   | 2024                                       | 2023    |
| Other non-current financial asset |  |         |
| Listed equity instrument          | -  | 462,000 |

## Financial assets measured at fair value using the level 2

|                                | (Unit: Thousand Baht) |        |                      |        |
|--------------------------------|-----------------------|--------|----------------------|--------|
|                                | Consolidated          |        | Separate             |        |
|                                | financial statements  |        | financial statements |        |
|                                | 2024                  | 2023   | 2024                 | 2023   |
| Other current financial assets |                       |        |                      |        |
| Mutual funds                   | 8                     | 7      | -                    | -      |
| Debentures                     | 10,067                | 20,085 | 10,067               | 20,085 |

## Asset that was disclosed at fair value using level 2

|                       | (Unit: Thousand Baht)                      |       |
|-----------------------|--|-------|
|                       | Consolidated/Separate financial statements |       |
|                       | 2024                                       | 2023  |
| Investment properties | 2,690                                      | 2,880 |

During the current year, there were no transfers within the fair value hierarchy.

## **32. Financial instruments**

### **32.1 Financial risk management objectives and policies**

The Group's financial instruments principally comprise cash and cash equivalents, other financial assets, receivables and payables, and accrued physicians' fee. The financial risks associated with these financial instruments and how they are managed is described below.

#### **Credit risk**

The Group is exposed to credit risk primarily with respect to deposits at bank and financial institutions, trade and other receivables and other financial assets. The maximum exposure to credit risk is limited to the carrying amounts as stated in the statement of financial position.

#### **Trade and other receivables**

The Group manages the risk by adopting appropriate credit control policies and procedures and therefore does not expect to incur material financial losses. Outstanding trade and other receivables are regularly monitored. In addition, the Group does not have high concentrations of credit risk since it has a large customer base.

An impairment analysis is performed at each reporting date to measure expected credit losses. The provision rates are based on days past due for groupings of various customer segments with similar credit risks. The calculation reflects the probability-weighted outcome, the time value of money and reasonable and supportable information that is available at the reporting date about past events, current conditions and forecasts of future economic

conditions. Generally, trade and other receivables are written-off in accordance with the Group's policy.

### Financial instruments and cash deposits

The Group manages the credit risk from balances with banks and financial institutions by making investments only with approved counterparties and within credit limits assigned to each counterparty. Counterparty credit limits are reviewed by the Group's Board of Directors on an annual basis, and may be updated throughout the year subject to approval of the Group's Executive Committee. The limits are set to minimise the concentration of risks and therefore mitigate financial loss through a counterparty's potential failure to make payments.

The credit risk on debt instruments is limited because the counterparties are banks with high credit-ratings assigned by international credit-rating agencies.

### Market risk

#### Interest rate risk

The Group's exposure to interest rate risk relates primarily to its deposits at banks and other financial assets. Most of the Group's financial assets and liabilities bear floating interest rates or fixed interest rates which are close to the market rate. The interest rate risk of the Group therefore is low.

As at 31 December 2024 and 2023, significant financial assets and liabilities classified by type of interest rate are summarised in the table below, with those financial assets and liabilities that carry fixed interest rates further classified based on the maturity date, or the repricing date if this occurs before the maturity date.

(Unit: Million Baht)

| Consolidated financial statements |                |                     |                           |                         |       |                           |
|-----------------------------------|----------------|---------------------|---------------------------|-------------------------|-------|---------------------------|
| As at 31 December 2024            |                |                     |                           |                         |       |                           |
|                                   | Fixed interest |                     | Floating<br>interest rate | Non-interest<br>bearing | Total | Interest rate<br>(% p.a.) |
|                                   | within 1 year  | More than<br>1 year |                           |                         |       |                           |
| <b>Financial assets</b>           |                |                     |                           |                         |       |                           |
| Cash and cash equivalents         | -              | -                   | 941                       | 16                      | 957   | 0.25 - 1.90               |
| Trade and other receivables       | -              | -                   | -                         | 91                      | 91    | -                         |
| Lease receivables                 | 1              | 2                   | -                         | -                       | 3     | 6.50                      |
| Other financial assets            | 819            | 250                 | 10                        | -                       | 1,079 | 0.35 - 4.31               |
|                                   | 820            | 252                 | 951                       | 107                     | 2,130 |                           |
| <b>Financial liabilities</b>      |                |                     |                           |                         |       |                           |

|                          |   |    |   |     |     |             |
|--------------------------|---|----|---|-----|-----|-------------|
| Trade and other payables | - | -  | - | 150 | 150 | -           |
| Accrued physicians' fees | - | -  | - | 17  | 17  | -           |
| Lease liabilities        | 6 | 71 | - | -   | 77  | 6.50 - 9.39 |
|                          | 6 | 71 | - | 167 | 244 |             |

(Unit: Million Baht)

Consolidated financial statements

As at 31 December 2023

|                             | Fixed interest |                     | Floating<br>interest rate | Non-interest<br>bearing | Total | Interest rate<br>(% p.a.) |
|-----------------------------|----------------|---------------------|---------------------------|-------------------------|-------|---------------------------|
|                             | within 1 year  | More than<br>1 year |                           |                         |       |                           |
| <b>Financial assets</b>     |                |                     |                           |                         |       |                           |
| Cash and cash equivalents   | 275            | -                   | 470                       | 23                      | 768   | 0.25 - 2.20               |
| Trade and other receivables | -              | -                   | -                         | 106                     | 106   | -                         |
| Other financial assets      | 242            | 120                 | 10                        | 462                     | 834   | 0.25 - 5.00               |
|                             | 517            | 120                 | 480                       | 591                     | 1,708 |                           |

**Financial liabilities**

|                          |   |    |   |     |     |             |
|--------------------------|---|----|---|-----|-----|-------------|
| Trade and other payables | - | -  | - | 134 | 134 | -           |
| Accrued physicians' fees | - | -  | - | 17  | 17  | -           |
| Lease liabilities        | 6 | 10 | - | -   | 16  | 6.99 - 9.39 |
|                          | 6 | 10 | - | 151 | 167 |             |

(Unit: Million Baht)

Separate financial statements

As at 31 December 2024

|                              | Fixed interest |                     | Floating<br>interest rate | Non-interest<br>bearing | Total | Interest rate<br>(% p.a.) |
|------------------------------|----------------|---------------------|---------------------------|-------------------------|-------|---------------------------|
|                              | within 1 year  | More than<br>1 year |                           |                         |       |                           |
| <b>Financial assets</b>      |                |                     |                           |                         |       |                           |
| Cash and cash equivalents    | -              | -                   | 553                       | 16                      | 569   | 0.25 - 1.90               |
| Trade and other receivables  | -              | -                   | -                         | 81                      | 81    | -                         |
| Other financial assets       | 753            | 250                 | 10                        | -                       | 1,013 | 0.35 - 4.31               |
|                              | 753            | 250                 | 563                       | 97                      | 1,663 |                           |
| <b>Financial liabilities</b> |                |                     |                           |                         |       |                           |
| Trade and other payables     | -              | -                   | -                         | 100                     | 100   | -                         |
| Accrued physicians' fees     | -              | -                   | -                         | 16                      | 16    | -                         |
|                              | -              | -                   | -                         | 116                     | 116   |                           |

(Unit: Million Baht)

|                              | Separate financial statements |                     |               |              |       |                           |
|------------------------------|-------------------------------|---------------------|---------------|--------------|-------|---------------------------|
|                              | As at 31 December 2023        |                     |               |              |       |                           |
|                              | Fixed interest                |                     | Floating      | Non-interest |       |                           |
|                              | within 1 year                 | More than<br>1 year | interest rate | bearing      | Total | Interest rate<br>(% p.a.) |
| <b>Financial assets</b>      |                               |                     |               |              |       |                           |
| Cash and cash equivalents    | 220                           | -                   | 419           | 23           | 662   | 0.25 - 2.20               |
| Trade and other receivables  | -                             | -                   | -             | 90           | 90    | -                         |
| Other financial assets       | 238                           | 120                 | 10            | 462          | 830   | 0.25 - 5.00               |
|                              | 458                           | 120                 | 429           | 575          | 1,582 |                           |
| <b>Financial liabilities</b> |                               |                     |               |              |       |                           |
| Trade and other payables     | -                             | -                   | -             | 104          | 104   | -                         |
| Accrued physicians' fees     | -                             | -                   | -             | 17           | 17    | -                         |
|                              | -                             | -                   | -             | 121          | 121   |                           |

**Liquidity risk**

The Group monitors the risk of a shortage of liquidity through the liabilities. The Group's management was of the opinion that the Group has the ability to manage liquidity risk.

The table below summarises the maturity profile of the Group's financial liabilities as at 31 December 2024 and 2023 based on contractual undiscounted cash flows.

(Unit: Thousand Baht)

| Consolidated financial statements |                     |                 |                      |                |
|-----------------------------------|---------------------|-----------------|----------------------|----------------|
| As at 31 December 2024            |                     |                 |                      |                |
|                                   | Less than<br>1 year | 1 to 5<br>years | More than<br>5 years | Total          |
| Trade and other payables          | 149,556             | -               | -                    | 149,556        |
| Accrued physicians' fees          | 17,104              | -               | -                    | 17,104         |
| Lease liabilities                 | 7,744               | 26,945          | 173,367              | 208,056        |
| <b>Total</b>                      | <b>174,404</b>      | <b>26,945</b>   | <b>173,367</b>       | <b>374,716</b> |

(Unit: Thousand Baht)

| Separate financial statements |                     |                 |                      |                |
|-------------------------------|---------------------|-----------------|----------------------|----------------|
| As at 31 December 2024        |                     |                 |                      |                |
|                               | Less than<br>1 year | 1 to 5<br>years | More than<br>5 years | Total          |
| Trade and other payables      | 100,483             | -               | -                    | 100,483        |
| Accrued physicians' fees      | 15,898              | -               | -                    | 15,898         |
| <b>Total</b>                  | <b>116,381</b>      | <b>-</b>        | <b>-</b>             | <b>116,381</b> |

(Unit: Thousand Baht)

| Consolidated financial statements |                     |                 |                      |         |
|-----------------------------------|---------------------|-----------------|----------------------|---------|
| As at 31 December 2023            |                     |                 |                      |         |
|                                   | Less than<br>1 year | 1 to 5<br>years | More than<br>5 years | Total   |
| Trade and other payables          | 133,869             | -               | -                    | 133,869 |
| Accrued physicians' fees          | 17,413              | -               | -                    | 17,413  |
| Lease liabilities                 | 7,683               | 4,513           | 19,416               | 31,612  |
| Total                             | 158,965             | 4,513           | 19,416               | 182,894 |

(Unit: Thousand Baht)

| Separate financial statements |                     |                 |                      |         |
|-------------------------------|---------------------|-----------------|----------------------|---------|
| As at 31 December 2023        |                     |                 |                      |         |
|                               | Less than<br>1 year | 1 to 5<br>years | More than<br>5 years | Total   |
| Trade and other payables      | 103,869             | -               | -                    | 103,869 |
| Accrued physicians' fees      | 16,803              | -               | -                    | 16,803  |
| Total                         | 120,672             | -               | -                    | 120,672 |

## 32.2 Fair values of financial instruments

Since the majority of the Group's financial instruments is short-term in nature or carrying interest at rates close to the market interest rates, their fair values are not expected to be materially different from the amounts presented in the statements of financial position.

## 33. Capital management

The primary objective of the Group's capital management is to ensure that it has appropriate capital structure in order to support its business and maximise shareholder value. As at 31 December 2024, the Group's debt-to-equity ratio was 0.11:1 (2023: 0.16:1) and the Company's debt-to-equity ratio was 0.07:1 (2023: 0.13:1).

#### **34. Events after the reporting period**

- a) On 9 January 2025, a meeting of the Company's Board of Directors passed a resolution approving the share repurchase program for financial management purposes in amount not exceeding Baht 400 million. The number of ordinary shares to be repurchased is not exceeding 63 million shares (par value of Baht 0.50 per share), equal to 7.42% of the total number of paid-up share capital of the Company. The Company repurchased its ordinary shares through the Stock Exchange of Thailand between 13 January 2025 to 11 July 2025 and will resell them through the Stock Exchange of Thailand more than 6 months but not later than 3 years after the completion date of the share repurchase program. Treasury shares cannot be counted in determining a quorum and they have no voting or dividend rights.
- b) On 27 February 2025, the meeting of the Company's Board of Directors passed a resolution to propose to the 2025 Annual General Meeting of the Company's shareholders to adopt the resolution to pay a dividend of Baht 0.27 per share from the 2024 profit, or a total of Baht 231 million.

#### **35. Approval of financial statements**

These financial statements were authorised for issue by the Company's Board of Directors on 27 February 2025.

## Section 4

### Data Authentication

The Company has verified this form 56-1 one report in a cautious manner. The Company would like to confirm that such data is completely accurate, true and does not mislead others or lack data required to disclose in the significant matters. Furthermore, the Company would like to confirm that:

- (1) The Financial Statement and financial information summarized in the Annual Data Statement/ Annual Report are accurately and completely presented in the significant matters with respect to the financial status, operating results and cash flows of the Company and its subsidiary.
- (2) The Company has implemented a good disclosure system to ensure the Company has completely disclosed all significant information of the Company and its subsidiary accurately including and to ensure the compliance with such a system.
- (3) The Company has implemented a good internal control system and ensure its compliance, And the company has informed the internal control assessment information as of February 27, 2025. To the Auditors and the Company's Audit Committee of the most recent internal control appraisal covering deficiency and significant changes of the internal control system including any misconducts which may affect the financial report preparation of the Company and its subsidiary.

In this regard, as evidence that all documents are exactly the same documents authenticated by the Company, the Company has appointed Dr. Amnaj Eur-Areemitr to affix the signature on each page of this document. Any document does not contain the affixed signature of Dr. Amnaj Eur-Areemitr, the Company shall regard all information as unauthenticated.

| Name                          | Position | Sign                              |
|-------------------------------|----------|-----------------------------------|
| 1. Mr. Amnuay Oerareemitr     | Director | <u>Mr. Amnuay Oerareemitr</u>     |
| 2. Mr. Suthipong Tangsajjapoj | Director | <u>Mr. Suthipong Tangsajjapoj</u> |
| ( Company Name Stamp )        |          |                                   |

| Name                      | Position | Sign                          |
|---------------------------|----------|-------------------------------|
| 1. Dr. Amnaj Eur-Areemitr | Director | <u>Dr. Amnaj Eur-Areemitr</u> |

## Attachment 1

Details of the Board of Directors, Executives, Regulators,  
Chief Financial Officer, Company Secretary,



## Admiral Surasak Rounroengrom

(16 Mar. 2016)

**Position :** Director (Nonexecutivedirectors) / Independent Director  
/Chairman of the board

**Age (year) :** 72

### Education Qualifications

- Bachelor of Science  
Naval Academy

### Training

- Directors Accreditation Program (DAP) Batch No.124/201
- "Insider Trading and Case study, 2023
- Update on guidelines related to supervision according to 4 circular letters of the Securities and Exchange Commission by Dr. Mongkon Laoworapong, an internal auditor from Ascent Company. Advisory Company Limited, 2024

### Shareholding Proportion

As of January 3, 2025

0.064%

### Work Experience in the past 5 years

2016 - Present Chairman of the board Ekachai Medical Care PCL.  
2019 – Present Director Chia Tai Enterprises International Limited  
2014 - 2019 Member of the National Assembly National Assembly  
2011 – 2013 Chief of Naval Operations The Navy

### Relationship between Family and the Executive

-



## Dr. Surin Koocharoenprasit

(16 Mar. 2016)

**Position :** Director(Non-executive directors) /

Independent Director / Chairman of Audit Committee / Chairman of  
the Nomination and Remuneration Committee

**Age (year) :** 69

### Education Qualifications

- Master of Medicine  
Chiang Mai University
- Bachelor of Science  
Chiang Mai University

### Shareholding Proportion

As of January 3, 2025

0.099%

### Relationship between Family and the Executive

-

### Training

- Directors Accreditation Program (DAP) Batch No.123/2016
- Preparing for the end of the Covid-19 epidemic: The crisis in 100 years, opportunities and expectations after the Covid-19 epidemic. Organized by EY Office 2021
- "Insider Trading and Case study, 2566
- The audit committee's significance and the Thai capital market's credibility, 2566
- Update on guidelines related to supervision according to 4 circular letters of the Securities and Exchange Commission by Dr. Mongkon Laoworapong, an internal auditor from Ascent Company. Advisory Company Limited, 2024
- Preventing, deterring, and suppressing inappropriate behavior in listed companies" by the Securities and Exchange Commission (SEC) in collaboration with the Stock Exchange of Thailand. (Stock Exchange) and Thai Institute of Directors Association (IOD) 2024

### Work Experience in the past 5 years

- 2022 - Present Chairman of Nomination and Remuneration  
Ekachai Medical Care PCL.
- 2016 - Present Director/Chairman of Audit Committee  
Ekachai Medical Care PCL.
- 2015 - 2016 Director of Medical Ekachai Medical Care PCL.
- 2009 - 2015 Deputy Director of the Department of  
Medicine Ekachai Medical Care PCL.
- 2007 - 2009 Hospital Director Charoenkrung Pracharak  
Hospital



## Mr.Worapol Wiriyaikulapong

(16 Mar. 2016)

**Position :** Director (Non-executive directors)/Independent  
Director / Audit Committee / Chairman of Risk Management  
and sustainability Committee

**Age (year) :** 62

### Training

- Directors Accreditation Program (DAP) Batch No.124/2016
- Preparing for the end of the Covid-19 epidemic: The crisis in 100 years, opportunities and expectations after the Covid-19 epidemic. Organized by EY Office 2021
- "Insider Trading and Case study, 2566
- Seminar on decorating financial statements to commit corruption in the Thai capital market and sustainability under the economic recession and measures to reduce global warming,2566
- Update on guidelines related to supervision according to 4 circular letters of the Securities and Exchange Commission by Dr. Mongkon Laoworapong, an internal auditor from Ascent Company. Advisory Company Limited, 2024
- Preventing, deterring, and suppressing inappropriate behavior in listed companies" by the Securities and Exchange Commission (SEC) in collaboration with the Stock Exchange of Thailand. (Stock Exchange) and Thai Institute of Directors Association (IOD) 2024
- Cybersecurity for Auditors by ISACA, Bangkok Chapter, 19-March 20, 2024
- Family Business Restructuring & Family Holding Company by omegaworldclass and instructors from ONE Law Office, December 11, 2024

### Education Qualifications

- Master of Management Information Systems University of Colorado at Denver, U.S.A.
- Master of Business Administration Chulalongkorn University
- Bachelor of Accounting Thammasat University

### Shareholding Proportion

As of January 3, 2025

0.051%

### Relationship between Family and the Executive

-

### Work Experience in the past 5 years

- 2022 - Present Chairman of Risk Management Committee  
Ekachai Medical Care PCL.
- 2020 - Present Director Karin Audit Co.,Ltd
- 2020 - Present Consultant Cape Industrial Co., Ltd.
- 2016 – Present Director/Audit Committee Ekachai Medical Care PCL.
- 2007 – Present Director Laem Sui Co.,Ltd



## Mr. Vuthichai Tumasaroj

(16 Mar. 2016)

Position : Director(Non-executive directors) / Independent Director  
/ Audit Committee/Risk Management and sustainability Committee

Age (year) : 49

### Education Qualifications

- Master of Business Administration  
Sasin Graduate Institute Of Business  
Administration
- Master of Science Digital Signal processing  
Rochester Institute of Technology, USA
- Bachelor of Engineering  
King Mongkut's Institute of Technology  
Ladkrabang

### Training

- Directors Accreditation Program (DAP) Batch  
No.123/2016
- Preparing for the end of the Covid-19 epidemic: The  
crisis in 100 years, opportunities and expectations  
after the Covid-19 epidemic. Organized by EY Office  
2021

### Work Experience in the past 5 years

- 2022 – Present Risk Management Committee  
Ekachai Medical Care PCL.
- 2016 – Present Director/Audit Committee  
Ekachai Medical Care PCL.
- 2024 – Present Director Storage Asia PCL.
- 2021 – Present Director CM FS Co., Ltd.
- 2013 – Present Director Discover Management Co., Ltd.
- 2006 – Present Director Wynham & Washington Co., Ltd.

### Shareholding Proportion

As of January 3, 2025

0.064%

### Relationship between Family and the Executive

-



## Mr. Amnuay Oerareemitr

(16 Mar. 2016)

**Position :** Authorized Director / Chairman of the Executive Committee / Nomination and Remuneration Committee

**Age (year) :** 70

### Training

- Directors Accreditation Program (DAP) Batch No.123/2016
- Preparing for the end of the Covid-19 epidemic: The crisis in 100 years, opportunities and expectations after the Covid-19 epidemic. Organized by EY Office 2021
- "Insider Trading and Case study, 2566
- Update on guidelines related to supervision according to 4 circular letters of the Securities and Exchange Commission by Dr. Mongkol Laoworaphong, internal auditor from Ascent Advisory Company Limited, 2024

### Education Qualifications

- Master of Public Administration  
Tong Sook College
- Bachelor's degree in Public  
Administration Tong Sook College

### Shareholding Proportion

As of January 3, 2025

3.444%

### Relationship between Family and the Executive

Younger Brother Of Mrs. Orasa Tangsajjapoj  
Brother Of Dr. Amnaj Eur-Areemitr and  
Mrs. Pichamon Pattanapunyapirom  
Husband Of Mrs. Kanchana Oerareemitr

### Work Experience in the past 5 years

|                |  |
|----------------|--|
| 2024 - Present | Director EN Mental Care CO., LTD.                                  |
| 2022 - Present | Nomination and Remuneration Committee<br>Ekachai Medical Care PCL. |
| 2022 - Present | Director Omakase Co., Ltd.   |
| 2021 - Present | Director Tha Chin Fish Meal Industry Co., Ltd.                     |
| 2019 - Present | Director Ekachai Nursing Home Co., Ltd.                            |
| 2018 - Present | Director Khwan Pattana Co., Ltd.                                   |
| 2017 - Present | Director Ekachai International Co., Ltd.                           |
| 2015 - Present | Director Villa 33 Co., Ltd.  |
| 2016 - Present | Director Ekachai Medical Care PCL.                                 |
| 2011 - Present | Director Forward Feed Co., Ltd.                                    |
| 2011 - Present | Director Panya Land Co., Ltd.                                      |
| 2011 - Present | Director Thai Feather Meal Factory Co., Ltd.                       |
| 2011 - Present | Director Sri Racha Crocodile Farm and Product Co., Ltd.            |
| 2011 - Present | Director Pro Biotech Feed Co., Ltd.                                |
| 2003 - Present | Director Fishmeal Marketing Development Co., Ltd.                  |
| 1995 - Present | Director Ban Rai Co., Ltd.   |
| 1994 - Present | Director Nupro Co., Ltd.   |

## Mr.Suthipong Tangsajjapoj

(16 Mar. 2016)



**Position :** Authorized Director / Executive Vice President

Risk Management and sustainability Committee /Assistant of Hospital  
Director – Accounting and Finance / The most responsible person in  
accounting and finance

**Age (Year) :** 47

### Training

### Education Qualifications

- Master of Economics  
Chulalongkorn University
- Master of Business Administration  
University of San Francisco, U.S.A.
- Bachelor of Economic  
Chulalongkorn University

### Shareholding Proportion

As of January 3, 2025

2.931%

### Relationship between Family and the Executive

Son Of Mrs. Orasa Tangsajjapoj

- Directors Accreditation Program (DAP) Batch No.SEC/2015
- Strategic CFO in Capital Markets Program” No. 4/2017, Stock  
Exchange of Thailand
- Technical Analysis and Risk Management Techniques for  
Sustainable Value-Added Investment, Stock Exchange of Thailand
- Certificate of Course Completion MBA in One Day, Multiply  
Training Plus, 2561
- Insight Financial Management , , Stock Exchange of Thailand, 2019
- Beyond Treasury Management 2/2019, Federation of accounting  
professions
- CFO Refresher Course, Class 1/2020, The Stock Exchange of  
Thailand
- Business Future Course for Elderly Care, Ministry of Commerce,  
2020
- Summary TFRS for PAEs must be known issues and changes in  
2021 organized by The Stock Exchange of Thailand, 2021.
- Trends, direction of doing M&A, important issues to consider and  
strategies for making M&A successful, organized by The Stock  
Exchange of Thailand, 2021
- CFO Refresher Course, Class 2/21, organized by The Stock  
Exchange of Thailand, 2021
- "Insider Trading and Case study, 2023
- CFO Refresher Course, organized by The Stock Exchange of  
Thailand, 2023

## Training

- Update on guidelines related to supervision according to 4 circular letters of the Securities and Exchange Commission by Dr. Mongkol Laoworaphong, internal auditor from Ascent Advisory Company Limited, 2024
- RFP course, class 13/2024, topic: Good practices in reporting and disclosing information for directors and executives, by the Thai Institute of Directors (Thai IOD), 2024
- The Board's Role in Mergers & Acquisitions (BMA) course, class 8/2024, by the Thai Institute of Directors (Thai IOD), by the Thai Institute of Directors (Thai IOD), 2024
- Board Nomination and Compensation Program (BNCP Class 20/2024) by Thai Institute of Directors (Thai IOD), 2024
- TLCA CFO CPD Course No. 3/2024 Topic "Tax Governance" by the Listed Companies Association, 2024
- Refreshment Training Program (RFP 14/2024) Joint Venture Governance" by the Thai Institute of Directors (Thai IOD), 2024
- Director's Guide to Legal Obligations and Duties (DLD) Course DLD 2/2024 by Thai Institute of Directors (Thai IOD), 2024
- Human Capital Management Forum Course "The C-suite's role in well-being" by the Listed Companies Association 2024
- Company Visit Course 2/2024: Central Pattana - "Culture as a Competitive Advantage: Integrating it into Workforce DNA by Thai Institute of Directors (Thai IOD) 2024
- Leading with Urgency: Climate Action for Boards by Thai Institute of Directors: Thai IOD, 2024
- TLCA CFO Professional Development Program (TLCA CFO CPD) 6/2567 by Thai Listed Companies Association, 2024
- TLCA CFO Professional Development Program (TLCA CFO CPD) 7/2567 : Economic Update for CFO" (2nd time) by the Listed Companies Association, 2024

## Work Experience in the past 5 years

- 2024 - Present Director Ekachai Cardiovascular Center CO., LTD.
- 2024 - Present Director EN Mental Care CO., LTD.
- 2023 - Present Director Koon AO Nang CO., LTD.
- 2022 - Present Risk Management Committee Ekachai Medical Care PCL.
- 2022 - Present Director Musee Estate Co., Ltd.
- 2019 - Present Director Ekachai Nursing Home Co.,Ltd.
- 2017 - Present Assistant of Hospital Director – Accounting and Finance Ekachai Medical Care PCL.
- 2017 - Present Director Ekachai International Co.,Ltd.
- 2017 - Present Director Thai Siri Holding Co.,Ltd.
- 2016 - Present Director Meka Realestate
- 2015 - Present Director Villa 33 Co.,Ltd.
- 2014 - Present Director M Fitness Co.,Ltd.
- 2013 - Present Director Ekachai Medical Care PCL.
- 2010 - Present Director Fishmeal Marketing Development Co.,Ltd.
- 2003 - Present Director Petchkomen Co.,Ltd.
- 2003 - Present Director Sajjapoj Co.,Ltd.
- 2002 - Present Director Best P. Co.,Ltd.
- 2002 - Present Director Rung Sin Sap Co.,Ltd.
- 2002 - Present Director Siam Sam Pee Co.,Ltd.
- 2002 - Present Director Blue China Co.,Ltd.



## Mrs.Orasa Tangsajjapoj

(16 Mar. 2016)

Position : Authorized Director / Executive Director

Age (Year) : 73

### Training

- Directors Accreditation Program (DAP) Batch No.122/2015
- "Insider Trading and Case study,2566
- Update on guidelines related to supervision according to 4 circular letters of the Securities and Exchange Commission by Dr. Mongkol Laoworaphong, internal auditor from Ascent Advisory Company Limited, 2024

### Education Qualifications

- First Class Diploma (Business)  
St. Godric's College, United Kingdom

### Shareholding Proportion

As of January 3, 2025

6.849%

### Work Experience in the past 5 years

2013 - Present Director Ekachai Medical Care PCL.  
2002 - Present Director Best P. Co.,Ltd.  
2002 - Present Director Siam Sam Pee Co.,Ltd.  
1994 - Present Director Sajjapoj Co.,Ltd.  
1991 - Present Director Rung Sin Sap Co.,Ltd.  
1989 - Present Director Petchkomen Co.,Ltd.

### Relationship between Family and the Executive

Sister Of Mr. Amnuay Oerareemitr Dr. Amnaj Eur-Areemitr  
and Mrs.Pichamon Pattanapunyapirom  
Mother Of Mr. Suthipong Tangsajjapoj



## Mrs.Kanchana Oerareemitr

(16 Mar. 2016)

Position : Authorized Director / Executive Director

Age (Year) : 67

### Education Qualifications

- Bachelor in Humanities  
Ramkhamhaeng University

### Training

- Directors Accreditation Program (DAP) Batch No.122/2015
- "Insider Trading and Case study,2566
- Update on guidelines related to supervision according to 4 circular letters of the Securities and Exchange Commission by Dr. Mongkol Laoworaphong, internal auditor from Ascent Advisory Company Limited, 2024

### Shareholding Proportion

As of January 3, 2025

2.898%

### Work Experience in the past 5 years

2013 - Present Director Ekachai Medical Care PCL.

2013 - Present Director Khwan Pattana Co.,Ltd.

2010 - Present Director Fishmeal Marketing Development Co.,Ltd.

### Relationship between Family and the Executive

Wife Of Mr. Amnuay Oerareemitr



## Mr. Wanlop Popiantong

(16 Mar. 2016)

Position : Authorized Director / Executive Director

Age (Year) : 63

### Training

- Directors Accreditation Program (DAP) Batch No.122/2015
- "Insider Trading and Case study, 2566
- Update on guidelines related to supervision according to 4 circular letters of the Securities and Exchange Commission by Dr. Mongkol Laoworaphong, internal auditor from Ascent Advisory Company Limited, 2024

### Education Qualifications

- Master of Political Science  
Ramkhamhaeng University
- Bachelor in Political Science  
Ramkhamhaeng University

### Shareholding Proportion

As of January 3, 2025

0.699%

### Relationship between Family and the Executive

-

### Work Experience in the past 5 years

2007 - Present Director Ekachai Medical Care PCL.  
2017 - Present Director CAD Group Co., Ltd.  
2013 - Present Director D-Land Precast Co., Ltd.  
2012 - Present Director Punnasiri Homeplace Co., Ltd.  
2009 - Present Director D-Land Group Co., Ltd.  
2009 - Present Director D-Land Property Co., Ltd.  
2008 - Present Director Chalong Hill Co., Ltd.  
2007 - Present Director D-Land Home Builder Co., Ltd.  
2007 - Present Director D-Land Plus Co., Ltd.  
2005 - Present Director Chalong Chai Property Co., Ltd.  
2005 - Present Director Chok Mahachai Development Co., Ltd.  
2003 - Present Director Single Line Travel Co., Ltd.  
2003 - Present Director Taweewong Ice Industry Co., Ltd.  
2000 - Present Director Chok Mahachai Marine Co., Ltd.  
1991 - Present Director Sakorn Thanasap Co., Ltd.  
1989 - Present Director Pacific Marine Food Products Co., Ltd.  
1988 - Present Director Chok Mahachai Co., Ltd.



## Dr. Amnaj Eur-Areemitr

(16 Mar. 2016)

**Position :** Authorized Director / Executive Director

/ Hospital Director

**Age (Year) :** 68

### Education Qualifications

- Bachelor of Medicine Siriraj Hospital  
Mahidol University

### Training

- Directors Accreditation Program (DAP) Batch No.128/2016
- "Insider Trading and Case study, 2566
- Update on guidelines related to supervision according to 4 circular letters of the Securities and Exchange Commission by Dr. Mongkol Laoworaphong, internal auditor from Ascent Advisory Company Limited, 2024

### Shareholding Proportion

As of January 3, 2025

0.707%

### Work Experience in the past 5 years

- 2016 – Present Director Ekachai Medical Care PCL.
- 2024 - Present Director Ekachai Cardiovascular Center CO., LTD.
- 2024 - Present Director EN Mental Care CO., LTD.
- 2023 - Present Director Koon AO Nang CO., LTD.
- 2019 - Present Director Ekachai Nursing Home Co., Ltd.
- 2017 - Present Director Ekachai International Co., Ltd.
- 2007 - Present Hospital Director Ekachai Medical Care PCL.

### Relationship between Family and the Executive

Younger Brother Of Mrs. Orasa Tangsajjapoj &

Mr. Amnuay Oerareemitr

Brother Of Mrs. Pichamonl Pattanapunyapirom



## Mr. Metha Wanadilok

(16 Mar. 2016)

Position : Authorized Director / Executive Director

Age (Year) : 80

### Training

- Directors Accreditation Program (DAP) Batch No.122/2015
- "Insider Trading and Case study, 2566
- Update on guidelines related to supervision according to 4 circular letters of the Securities and Exchange Commission by Dr. Mongkol Laoworaphong, internal auditor from Ascent Advisory Company Limited, 2024

### Education Qualifications

- Bachelor of Economics  
Finance, Thammasat University
- Bachelor of Laws  
Thammasat University

### Work Experience in the past 5 years

2019 – Present Director Ekachai Medical Care PCL.  
2007 - Present Consultant Thailand Freight and Logistics Association  
2007 – 2013 Honorary Advisor Commission on Civil Rights,  
freedom and consumer protection, Senate

### Shareholding Proportion

As of January 3, 2025

1.395%

### Relationship between Family and the Executive

-



## Dr. Kaweechai Lertassavarat

**Position :** Executive Director / Risk Management and sustainability  
Committee/ Deputy Hospital Director of Medicine Division

**Age (Year) :** 65

### Training

- "Insider Trading and Case study, 2566
- Update on guidelines related to supervision according to 4 circular letters of the Securities and Exchange Commission by Dr. Mongkol Laoworaphong, internal auditor from Ascent Advisory Company Limited, 2024

### Education Qualifications

- Bachelor of Medicine Siriraj Hospital Mahidol University

### Work Experience in the past 5 years

2024 - Present Director EN Mental Care CO., LTD.

2022 - Present Risk Management Committee  
Ekachai Medical Care PCL.

2006 - Present Deputy director of the hospital - the  
Department of Medicine. Ekachai Medical Care PCL.

1989 - Present Director Bangkru Poly Clinic Co., Ltd.

### Shareholding Proportion

As of January 3, 2025

1.905%

### Relationship between Family and the Executive

-



## Mrs. Pichamonch Patanapoonyapirom

**Position :** Authorized Director / Executive Director/ Risk

Management and sustainability Committee/

**Age (Year) :** 63

### Training

- "Insider Trading and Case study,2566
- Update on guidelines related to supervision according to 4 circular letters of the Securities and Exchange Commission by Dr. Mongkol Laoworaphong, internal auditor from Ascent Advisory Company Limited, 2024

### Education Qualifications

- Master of Business Administration  
King Mongkut's Institute of Technology  
Ladkrabang
- Bachelor of Business Administration  
Bangkok University

### Work Experience in the past 5 years

- 2022- Present Risk Management Committee  
Ekachai Medical Care PCL.
- 2024 - Present Director EN Mental Care CO., LTD.
- 2022- Present Nomination and Remuneration Committee  
Ekachai Medical Care PCL.
- 2017 - Present Executive Director  
Ekachai International Co., Ltd.
- 2006 - Present Deputy Hospital Director - Administration.  
Ekachai Medical Care PCL.
- 2003 – Present Director Sajjapoj Co.,Ltd.

### Shareholding Proportion

As of January 3, 2025

0.642%

### Relationship between Family and the Executive

Younger Sister Of Mrs. Orasa Tangsajjapoj &  
Mr. Amnuay Oerareemitr &  
Dr. Amnaj Eur-Areemitr



## Mr. Nudphompoj Jarungsucces

Position : Executive Director

Age (Year) : 37

### Education Qualifications

- Graduate School of Economics  
The University of Tokyo, Japan
- Bachelor of Economics  
Osaka University

### Work Experience in the past 5 years

- 2024 – Present Executive Director  
Ekachai Medical Care Co.,Ltd.
- 2023 – Present Director  
Wine Connection Co., Ltd.
- 2023 – Present Director  
IFS Facility Services Co., Ltd.
- 2017 - Present Direct Investment  
Kiatnakin Phatra Securities Plc.

### Shareholding Proportion

As of January 3, 2025

-

### Relationship between Family and the Executive

-



## Dr. Nitta Oerareemitr

**Position :** Assistant Hospital Director of Medical & Nursing staff Organization

**Age (Year) :** 44

### Training

- "Insider Trading and Case study, 2566

### Education Qualifications

- Bachelor of Medicine  
Srinakharinwirot University
- Diploma of the Thai Board of Internal Medicine, Phramongkutklao Hospital
- Diploma of the Thai Board of Internal Medicine, Pulmonary Medicine And Pulmonary Critical Care, Phramongkutklao Hospital
- Diploma of the Thai Board of Internal Medicine, Critical Care Medicine, Phramongkutklao Hospital

### Work Experience in the past 5 years

- 2023 - Present Director Koon AO Nang CO., LTD.
- 2022 - Present Hospital Director Ekachai Nursing Home Co., Ltd.
- 2019 - Present Assistant Hospital Director of Medical & Nursing staff Organization  
Ekachai Medical Care PCL.
- 2013 - Present Director Khwan Pattana Co., Ltd.
- 2015 - 2019 Medical professor Phramongkutklao Hospital

### Shareholding Proportion

As of January 3, 2025

2.645%

### Relationship between Family and the Executive

Daughter of Mr. Amnuay Oerareemitr and Mrs. Kanchana Oerareemitr

## Ms. Luksana Chaivate

-Position : Head of Accounting Department Accounting Supervisor

Age (Year) : 43

### Education Qualifications

- Bachelor of Business administration  
(Accounting)  
Thaksin University

### Work Experience in the past 5 years

|                |  |
|----------------|--|
| 2016 – Present | Supervisor of Accounting Division<br>Ekachai Medical Care Co.,Ltd. |
| 2013 – 2016    | Assistant auditor<br>K.P.A. Audit Co.,Ltd.                         |
| 2008 – 2013    | Accountant<br>K.P.A. Audit Co.,Ltd.                                |
| 2005 - 2013    | Assistant Chief Accountant<br>Time Planet Co.,Ltd.                 |

### Shareholding Proportion

As of January 3, 2025

-

### Relationship between Family and the Executive

-

### Training

- Work shop for accountants and document preparation.  
Related accounting preparation, Transfer pricing, 2019
- TFRS courses that you must know (TFRS 9, TFRS 15 and TFRS 16), 2019
- Course summarizing changes and important issues of TFRS (revised edition 2019 for members and the general public, batch 1/63, 2020
- Course summarizing important points TFRS for NPAEs, 2020
- Tax course for SME businesses on PND.1 and Social Security, 2021
- Tax for SME business regarding making PND.3 53 and Por.30,2021
- Training on closing account procedures and associated taxes on paperwork needed for accounting and closing accounts, 2021
- Education on self-inspection guidelines for closing accounts and associated taxes before closing financial statements, 2021
- Problems with withholding in course 108, 2021
- Principles of Net Profit Calculation Course, 2021
- Course on financial statement preparation, 2021
- Course on withholding tax correctly with the Revenue Department, 2021
- A course on tax deductions, prohibited input taxes, and value added taxes. Enclose securely and accurately in the deduction year 2021
- First Draft Financial Reporting Standards Course on the Initial Financial Reporting Standards Application, 2021
- TFRS1 draft discussion course (with financial instrument revisions added), 2021
- TFRS summary course on current assets for NPAEs Assets that are not in use Costs of borrowing and income tax in 2022
- Revenue from Contracts with Customers, Course No. 15 of the Financial Reporting Standards, 2022
- Creating financial statements Using a working paper of 2023
- The course provides an overview of the key ideas in the conceptual framework for financial statement presentation found in NPAE standards. Non-current Resources and Finance Charges, 2023
- Financial Reporting Standards No. 15 Revenue from contracts entered into withCustomer by Suraphong Laksananukul, 2024
- Summary of financial reporting standards for non-interested entities Public by Suraphong Laksananukul, 2024

Person assigned the highest responsibility in accounting and finance

## Mr.Suthipong Tangsajjapoj

(16 Mar. 2016)



**Position :** Authorized Director / Executive Vice President

Risk Management and sustainability Committee /Assistant of Hospital  
Director – Accounting and Finance / The most responsible person in  
accounting and finance

**Age (Year) :** 47

### Training

### Education Qualifications

- Master of Economics  
Chulalongkorn University
- Master of Business Administration  
University of San Francisco, U.S.A.
- Bachelor of Economic  
Chulalongkorn University

### Shareholding Proportion

As of January 3, 2025

2.931%

### Relationship between Family and the Executive

Son Of Mrs. Orasa Tangsajjapoj

- Directors Accreditation Program (DAP) Batch No.SEC/2015
- Strategic CFO in Capital Markets Program” No. 4/2017, Stock Exchange of Thailand
- Technical Analysis and Risk Management Techniques for Sustainable Value-Added Investment, Stock Exchange of Thailand
- Certificate of Course Completion MBA in One Day, Multiply Training Plus, 2561
- Insight Financial Management , , Stock Exchange of Thailand, 2019
- Beyond Treasury Management 2/2019, Federation of accounting professions
- CFO Refresher Course, Class 1/2020, The Stock Exchange of Thailand
- Business Future Course for Elderly Care, Ministry of Commerce, 2020
- Summary TFRS for PAEs must be known issues and changes in 2021 organized by The Stock Exchange of Thailand, 2021.
- Trends, direction of doing M&A, important issues to consider and strategies for making M&A successful, organized by The Stock Exchange of Thailand, 2021
- CFO Refresher Course, Class 2/21, organized by The Stock Exchange of Thailand, 2021
- "Insider Trading and Case study, 2023
- CFO Refresher Course, organized by The Stock Exchange of Thailand, 2023

## Training

- Update on guidelines related to supervision according to 4 circular letters of the Securities and Exchange Commission by Dr. Mongkol Laoworaphong, internal auditor from Ascent Advisory Company Limited, 2024
- RFP course, class 13/2024, topic: Good practices in reporting and disclosing information for directors and executives, by the Thai Institute of Directors (Thai IOD), 2024
- The Board's Role in Mergers & Acquisitions (BMA) course, class 8/2024, by the Thai Institute of Directors (Thai IOD), by the Thai Institute of Directors (Thai IOD), 2024
- Board Nomination and Compensation Program (BNCP Class 20/2024) by Thai Institute of Directors (Thai IOD), 2024
- TLCA CFO CPD Course No. 3/2024 Topic "Tax Governance" by the Listed Companies Association, 2024
- Refreshment Training Program (RFP 14/2024) Joint Venture Governance" by the Thai Institute of Directors (Thai IOD), 2024
- Director's Guide to Legal Obligations and Duties (DLD) Course DLD 2/2024 by Thai Institute of Directors (Thai IOD), 2024
- Human Capital Management Forum Course "The C-suite's role in well-being" by the Listed Companies Association 2024
- Company Visit Course 2/2024: Central Pattana - "Culture as a Competitive Advantage: Integrating it into Workforce DNA by Thai Institute of Directors (Thai IOD) 2024
- Leading with Urgency: Climate Action for Boards by Thai Institute of Directors: Thai IOD, 2024
- TLCA CFO Professional Development Program (TLCA CFO CPD) 6/2567 by Thai Listed Companies Association, 2024
- LCA CFO Professional Development Program (TLCA CFO CPD) 7/2567 : Economic Update for CFO" (2nd time) by the Listed Companies Association, 2024

## Work Experience in the past 5 years

- 2024 - Present Director Ekachai Cardiovascular Center CO., LTD.
- 2024 - Present Director EN Mental Care CO., LTD.
- 2023 - Present Director Koon AO Nang CO., LTD.
- 2022 - Present Risk Management Committee Ekachai Medical Care PCL.
- 2022 - Present Director Musee Estate Co., Ltd.
- 2021 - Present Director The Klinique Medical Clinic PCL.
- 2019 - Present Director Ekachai Nursing Home Co.,Ltd.
- 2017 - Present Assistant of Hospital Director – Accounting and Finance Ekachai Medical Care PCL.
- 2017 - Present Director Ekachai International Co.,Ltd.
- 2017 - Present Director Thai Siri Holding Co.,Ltd.
- 2016 - Present Director Meka Real Estate
- 2015 - Present Director Villa 33 Co.,Ltd.
- 2014 - Present Director M Fitness Co.,Ltd.
- 2013 - Present Director Ekachai Medical Care PCL.
- 2010 - Present Director Fishmeal Marketing Development Co.,Ltd.
- 2010 - Present Director Serm Sin Ocean Farming Co.,Ltd.
- 2010 - Present Director Serm Sin Marine Feedmill Co.,Ltd.
- 2003 - Present Director Petchkorn Co.,Ltd.
- 2003 - Present Director Sajjapoj Co.,Ltd.
- 2002 - Present Director Best P. Co.,Ltd.
- 2002 - Present Director Rung Sin Sap Co.,Ltd.
- 2002 - Present Director Siam Sam Pee Co.,Ltd.
- 2002 - Present Director Blue China Co.,Ltd.

## Company Secretary / Head of Corporate Compliance



### Ms. Pattra Lertpunyaphol

**Position :** Company Secretary /Secretary of the Board of  
Director/Secretary of the Audit Committee/Secretary of the Executive  
Director/Secretary of the Risk Management  
/Secretary of the Nomination and Remuneration Committee  
/Manager of Investor Relations

**Age (Year) :** 50

#### Training

- Company Secretary Program Batch No. 48/2012, Thai Institute of Directors (IOD)
- Effective Minute Taking (EMT)" Program Batch No. 24/2012, Thai Institute of Directors (IOD)
- Intensive tutoring full 100, Thai Investors Association Year 2021
- Trends, direction of doing M&A, important issues to consider and strategies for making M&A successful, organized by The Stock Exchange of Thailand, 2021
- CGR Workshop No. 1/2021 organized by Thai Institute of Directors Association Year 2021
- Handbook training and preparation for the preparation of greenhouse gas emissions reports for listed companies organized by the Office of the Securities and Exchange Commission in 2021
- "Insider Trading and Case study,2566
- Sustainability Data Quality Improvement Project for Listed Companies 2024, supported by the Capital Market Development Fund (CMDf)
- Company Secretary Professional Development Project By the Listed Companies Association, 2024
- Psychology of being an advanced counselor NSD NeuronCo.,Ltd, 2024
- Psychology for Success, NSD Neuron Co.,Ltd, 2024
- Environmental risk management course Society and Governance, Stock Exchange of Thailand, 2024
- Professional Secretary Project, Thai Listed Companies Association, 2024

#### Education Qualifications

- Doctor of Philosophy in Modern Organizational Management (In progress) Krirk University
- Master of Finance Siam University
- Bachelor in General Management Sukhothai Thammathirat Open University

#### Work Experience in the past 5 years

2022 - Present Secretary of the Risk Management  
Ekachai Medical Care Co.,Ltd.

2022 - Present Secretary of the Nomination and Remuneration Committee  
Ekachai Medical Care Co.,Ltd.

2017- Present Secretary of the Executive Director  
Ekachai Medical Care Co.,Ltd.

2017 - Present Secretary of the Audit Committee  
Ekachai Medical Care Co.,Ltd.

2017 - Present Secretary of the Board of Director  
Ekachai Medical Care Co.,Ltd.

2017 - Present Company Secretary  
Ekachai Medical Care Co.,Ltd.

2017- Present Manager of Investor Relations  
Ekachai Medical Care Co.,Ltd.

2011-2016 Assistant Manager, Investor Relations  
Gunkul Engineering Co.,Ltd.

#### Shareholding Proportion

As of January 3, 2025

-

#### Relationship between Family and the Executive

-

### The Responsibility of the Company Secretary

1. Supervise and advise the Board and the executives on compliance with legal requirements, rules and regulations of the company and monitor the implementation properly and consistently.
2. Responsible of the board and the share holders meeting includes coordinating the implementation of the resolutions of the conference
3. Take care of the disclosure and reporting information on the responsibility to follow the rules and regulations of the Stock Exchange of Thailand and the Securities and Exchange Commission includes related laws.
4. Prepare and maintain document as below.
  - 4.1 Registration Committee
  - 4.2 Notice of the Meeting and Report of the Minutes
  - 4.3 Notice of Meeting of Shareholders and report of the Minutes.
  - 4.4 Annual Report of the Company
  - 4.5 The stakeholders report of directors and management.

## Attachment 2

Details of the directors of the subsidiaries

| Name                           | Company      | Subsidiary                     |                               |                         |  | Associates            | Related Company                        |                       |                       |                          |                         |                      |                               |                |                         |                  |                     |                           |                                    |                     |                       |   |                       |                   |                                |                       |                        |                                    |                               |
|--------------------------------|--------------|--------------------------------|-------------------------------|-------------------------|--|-----------------------|--|-----------------------|-----------------------|--------------------------|-------------------------|----------------------|-------------------------------|----------------|-------------------------|------------------|---------------------|---------------------------|------------------------------------|---------------------|-----------------------|---|-----------------------|-------------------|--------------------------------|-----------------------|------------------------|------------------------------------|-------------------------------|
|                                |              | 1                              | 2                             | 3                       | 4                                      | 1                     | 1                                      | 2                     | 3                     | 4                        | 5                       | 6                    | 7                             | 8              | 9                       | 10               | 11                  | 12                        | 13                                 | 14                  | 15                    | 16  | 17                    | 18                | 19                             | 20                    | 21                     | 22                                 | 23                            |
|                                |              | Ekachai International Co.,Ltd. | Ekachai Nursing Home Co.,Ltd. | EN Mental Care Co.,Ltd. | Ekachai Cardiovascular Center Co.,Ltd. | Koon Ao Nang Co.,Ltd. | Fishmeal Marketing Development Co.,Ltd | Khwan Pattana Co.,Ltd | D-Land Group Co.,Ltd. | D-Land Property Co.,Ltd. | D-Land Precast Co.,Ltd. | D-Land Plus Co.,Ltd. | D-Land Home Builder Co., Ltd. | Nupro Co.,Ltd. | Ban Rai Resort Co.,Ltd. | Best P. Co.,Ltd. | Panya Land Co.,Ltd. | Pro Biotech Feed Co.,Ltd. | Thai Feather Meal Factory Co.,Ltd. | Petchkomen Co.,Ltd. | Rung Sin Sap Co.,Ltd. | Sri Racha Crocodile Farm and Product Co.,Ltd. | Siam Sam Pee Co.,Ltd. | Sajjapoj Co.,Ltd. | Chalong Chai Property Co.,Ltd. | Chalong Hill Co.,Ltd. | Chok Mahachai Co.,Ltd. | Chok Mahachai Development Co.,Ltd. | Chok Mahachai Marine Co.,Ltd. |
| Adm. Surasak Rounroengrom      | C            |                                |                               |                         |  |                       |  |                       |                       |                          |                         |                      |                               |                |                         |                  |                     |                           |                                    |                     |                       |   |                       |                   |                                |                       |                        |                                    |                               |
| Dr. Surin Koocharoenprasit     | AC,NR        |                                |                               |                         |  |                       |  |                       |                       |                          |                         |                      |                               |                |                         |                  |                     |                           |                                    |                     |                       |   |                       |                   |                                |                       |                        |                                    |                               |
| Mr. Worapol Wiriyakulapong     | AC,RM        |                                |                               |                         |  |                       |  |                       |                       |                          |                         |                      |                               |                |                         |                  |                     |                           |                                    |                     |                       |   |                       |                   |                                |                       |                        |                                    |                               |
| Mr. Vuthichai Tumasaroj        | AC,RM        |                                |                               |                         |  |                       |  |                       |                       |                          |                         |                      |                               |                |                         |                  |                     |                           |                                    |                     |                       |   |                       |                   |                                |                       |                        |                                    |                               |
| Mr. Amnuay Oerareemitr         | /,/,/,NR     | /,/,/                          | /,/,/                         | /                       |  |                       | /                                      | /                     |                       |                          |                         |                      | /                             | /              |                         | /                | /                   | /                         |                                    |                     | /                     |   |                       |                   |                                |                       |                        |                                    |                               |
| Mr. Suthipong Tangsajjapoj     | /,/,/,/,RM,M | /,/,/                          | /,/,/                         | /                       | /                                      | /                     | /                                      |                       | /,/,/,/               | /,/,/,/                  |                         |                      |                               |                | /                       |                  |                     |                           | /                                  | /                   |                       | /   | /                     |                   |                                |                       |                        |                                    |                               |
| Mrs. Orasa Tangsajjapoj        | /,/,/,/      |                                |                               |                         |  |                       |  |                       |                       |                          |                         |                      |                               |                | /                       |                  |                     |                           | /                                  | /                   |                       | /   | /                     |                   |                                |                       |                        |                                    |                               |
| Mrs. Kanchana Oerareemitr      | /,/,/,/      |                                |                               |                         |  |                       | /                                      | /                     |                       |                          |                         |                      |                               |                |                         |                  |                     |                           |                                    |                     |                       | /   | /                     |                   |                                |                       |                        |                                    |                               |
| Mr. Wanlop Popientong          | /,/,/,/      |                                |                               |                         |  |                       |  |                       | /                     | /                        | /                       | /                    | /                             |                |                         |                  |                     |                           |                                    |                     |                       |   |                       |                   | /                              | /                     | /                      | /                                  | /                             |
| Mr. Metha Wanadilok            | /,/,/,/      |                                |                               |                         |  |                       |  |                       |                       |                          |                         |                      |                               |                |                         |                  |                     |                           |                                    |                     |                       |   |                       |                   |                                |                       |                        |                                    |                               |
| Dr. Amnaj Eur-Areemitr         | /,/,/,/,/,M  | /,/,/,/                        | /,/,/,/                       | /                       | /                                      | /                     |  |                       |                       |                          |                         |                      |                               |                |                         |                  |                     |                           |                                    |                     |                       |   |                       |                   |                                |                       |                        |                                    |                               |
| Dr.Kaweechai Lert-Ussavarat    | ////,RM,M    |                                |                               | /                       |  |                       |  |                       |                       |                          |                         |                      |                               |                |                         |                  |                     |                           |                                    |                     |                       |   |                       |                   |                                |                       |                        |                                    |                               |
| Mrs.Pichamon Pattanapunyapirom | ////,RM,NR,M | ////                           |                               | /                       |  |                       |  |                       |                       |                          |                         |                      |                               |                |                         |                  |                     |                           |                                    |                     |                       |   |                       | /                 |                                |                       |                        |                                    |                               |
| Dr. Nitta Oerareemitr          | //,M         |                                | //,/,/,/                      |                         |  | /                     |  | /                     |                       |                          |                         |                      |                               |                |                         |                  |                     |                           |                                    |                     |                       |   |                       |                   |                                |                       |                        |                                    |                               |
| Mr. Nudphompoj Jarungsucces    | ////         |                                |                               |                         |  |                       |  |                       |                       |                          |                         |                      |                               |                |                         |                  |                     |                           |                                    |                     |                       |   |                       |                   |                                |                       |                        |                                    |                               |

**Remark** C = Chairman of the board AC = Audit Committee / = Committee // = Director of Hospital /// = Chairman of the Executive Director //// = Executive Director  
 M = Executive NR = Nomination and Remuneration Committee RM = Risk Management Committee

| Name                           | Company      | Related Company             |                     |                              |                                       |                                    |                   |                         |                   |                                 |                       |                    |                          |                             |                      |                                       |                               |                  |                       |                |                     |                                     |                               |                               |                          |                                |  |  |  |
|--------------------------------|--------------|-----------------------------|---------------------|------------------------------|---------------------------------------|------------------------------------|-------------------|-------------------------|-------------------|---------------------------------|-----------------------|--------------------|--------------------------|-----------------------------|----------------------|---------------------------------------|-------------------------------|------------------|-----------------------|----------------|---------------------|-------------------------------------|-------------------------------|-------------------------------|--------------------------|--------------------------------|--|--|--|
|                                |              | 26                          | 27                  | 28                           | 29                                    | 30                                 | 31                | 32                      | 33                | 34                              | 35                    | 36                 | 37                       | 38                          | 39                   | 40                                    | 41                            | 42               | 43                    | 44             | 45                  | 46                                  | 47                            | 48                            | 48                       | 49                             |  |  |  |
|                                |              | Single Line Travel Co.,Ltd. | Blue China Co.,Ltd. | Punnasiri Homeplace Co.,Ltd. | Pacific Marine Food Products Co.,Ltd. | Chia Tai Enterprises International | Villa 33 Co.,Ltd. | Sakorn Tanasap Co.,Ltd. | Laem Sui Co.,Ltd. | Taweewong Ice Industry Co.,Ltd. | Musee Estate Co.,Ltd. | M Fitness Co.,Ltd. | Meka Realestate Co.,Ltd. | Thai Siri Holding Co., Ltd. | Karin Audit Co.,Ltd. | Tha Chin Fish Meal Industry Co., Ltd. | Bang Kru Poly Clinic Co.,Ltd. | Omakase Co.,Ltd. | Forward Feed Co.,Ltd. | CM FS Co.,Ltd. | CAD Group Co., Ltd. | Storage Asia Public Company Limited | Discover Management Co., Ltd. | Wynham & Washington Co., Ltd. | Wine Connection Co.,Ltd. | IFS Facility Services Co.,Ltd. |  |  |  |
| Adm. Surasak Rounroengrom      | C            |                             |                     |                              |                                       | /                                  |                   |                         |                   |                                 |                       |                    |                          |                             |                      |                                       |                               |                  |                       |                |                     |                                     |                               |                               |                          |                                |  |  |  |
| Dr. Surin Koocharoenprasit     | AC,NR        |                             |                     |                              |                                       |                                    |                   |                         |                   |                                 |                       |                    |                          |                             |                      |                                       |                               |                  |                       |                |                     |                                     |                               |                               |                          |                                |  |  |  |
| Mr. Worapol Wiryakulapong      | AC,RM        |                             |                     |                              |                                       |                                    |                   | /                       |                   |                                 |                       |                    |                          | M                           |                      |                                       |                               |                  |                       |                |                     |                                     |                               |                               |                          |                                |  |  |  |
| Mr. Vuthichai Tumasaroj        | AC,RM        |                             |                     |                              |                                       |                                    |                   |                         |                   |                                 |                       |                    |                          |                             |                      |                                       |                               |                  | /                     |                | /                   | /                                   | /                             |                               |                          |                                |  |  |  |
| Mr. Amnuay Oerareemitr         | /,/,/,NR     |                             |                     |                              |                                       |                                    | /                 |                         |                   |                                 |                       |                    |                          |                             | /                    |                                       | /                             | /                |                       |                |                     |                                     |                               |                               |                          |                                |  |  |  |
| Mr. Suthipong Tangsajjapoj     | /,/,/,/,RM,M |                             | /                   |                              |                                       |                                    | /                 |                         |                   | /                               | /                     | /                  | /                        |                             |                      |                                       |                               |                  |                       |                |                     |                                     |                               |                               |                          |                                |  |  |  |
| Mrs. Orasa Tangsajjapoj        | /,/,/,/      |                             |                     |                              |                                       |                                    |                   |                         |                   |                                 |                       |                    |                          |                             |                      |                                       |                               |                  |                       |                |                     |                                     |                               |                               |                          |                                |  |  |  |
| Mrs. Kanchana Oerareemitr      | /,/,/,/      |                             |                     |                              |                                       |                                    |                   |                         |                   |                                 |                       |                    |                          |                             |                      |                                       |                               |                  |                       |                |                     |                                     |                               |                               |                          |                                |  |  |  |
| Mr. Wanlop Popientong          | /,/,/,/      | /                           |                     | /                            | /                                     |                                    |                   | /                       | /                 |                                 |                       |                    |                          |                             |                      |                                       |                               |                  |                       |                | /                   |                                     |                               |                               |                          |                                |  |  |  |
| Mr. Metha Wanadilok            | /,/,/,/      |                             |                     |                              |                                       |                                    |                   |                         |                   |                                 |                       |                    |                          |                             |                      |                                       |                               |                  |                       |                |                     |                                     |                               |                               |                          |                                |  |  |  |
| Dr. Amnaj Eur-Areemitr         | /,/,/,/,/,M  |                             |                     |                              |                                       |                                    |                   |                         |                   |                                 |                       |                    |                          |                             |                      |                                       |                               |                  |                       |                |                     |                                     |                               |                               |                          |                                |  |  |  |
| Dr.Kaweechai Lert-Ussavarat    | ///,RM,M     |                             |                     |                              |                                       |                                    |                   |                         |                   |                                 |                       |                    |                          |                             |                      | /                                     |                               |                  |                       |                |                     |                                     |                               |                               |                          |                                |  |  |  |
| Mrs.Pichamon Pattanapunyapirom | ////,RM,NR,M |                             |                     |                              |                                       |                                    |                   |                         |                   |                                 |                       |                    |                          |                             |                      |                                       |                               |                  |                       |                |                     |                                     |                               |                               |                          |                                |  |  |  |
| Dr. Nitta Oerareemitr          | //,M         |                             |                     |                              |                                       |                                    |                   |                         |                   |                                 |                       |                    |                          |                             |                      |                                       |                               |                  |                       |                |                     |                                     |                               |                               |                          |                                |  |  |  |
| Mr. Nudphompoj Jarungsuccess   | ///          |                             |                     |                              |                                       |                                    |                   |                         |                   |                                 |                       |                    |                          |                             |                      |                                       |                               |                  |                       |                |                     |                                     |                               | /                             | /                        |                                |  |  |  |

**Remark** C = Chairman of the board AC = Audit Committee / = Committee // = Director of Hospital /// = Executive Director //// = Executive Director M = Executive  
 NR = Nomination and Remuneration Committee RM = Risk Management Committee

### Attachment 3

Internal Audit Supervisor and Compliance Supervisor

## 1. Internal Audit Supervisor

The company had appointed Ascent Advisory Co., Ltd. to perform the duties of internal audit supervisor, with Dr. Mongkon Laoworapong as the main person responsible for the company's internal audit and Ms. Saranya Inkonglat is the Company's internal audit practitioner.

### Dr. Mongkon Laoworapong

Age (Year) : 54

#### Education Qualifications

- Ph.D. in Accounting  
Thammasat University, 2015
- Master in Accounting  
Thammasat University, 1996
- Bachelor in Accounting  
Thammasat University, 1992
- Professional Memberships and Certifications
  1. Chartered Public Accountant (Thailand), approved by Thai S.E.C.
  2. Accounting Standards Committee Federation of Accounting Professions 2020-2023
  3. Chartered Director, Thai IOD

#### Work Experience in the past 5 years

|                |   |
|----------------|---|
| 2021 – Present | Technical Specialist<br>Ascent Advisory Co.,Ltd.  |
| 2021 – Present | Managing Director<br>Quality Assurance Service Co.,Ltd.                                       |
| 2019 – 2021    | Assistant Managing Director<br>Karin Audit Co.,Ltd.   |
| 2017 – 2018    | Chief Financial Officer<br>Begistics PCL.   |
| 2019 – 2020    | Assistant Managing Director<br>Karin Audit Co.,Ltd.   |
| 2013 – 2019    | Accounting Lecturer<br>Administration Assumption University                                   |
| 2009 – Present | Special Lecturer in Accounting Faculty<br>of Commerce and Accountancy<br>Thammasat University |

#### Company Stake

-

#### Relationship between Family and the Executive

-

In this regard, considering and approving the appointment, removal, and transfer of the person holding the position of the head of the internal audit unit of the Company must be approved (or has been approved) by the Audit Committee

## 2. Company Secretary / Head of the Company's Compliance Division



### Ms. Pattra Lertpunyaphol

**Position :** Company Secretary /Secretary of the Board of  
Director/Secretary of the Audit Committee/Secretary of the Executive  
Director/Secretary of the Risk Management  
/Secretary of the Nomination and Remuneration Committee  
/Manager of Investor Relations  
**Age (Year) :** 50

#### Training

- Company Secretary Program Batch No. 48/2012, Thai Institute of Directors (IOD)
- Effective Minute Taking (EMT)" Program Batch No. 24/2012, Thai Institute of Directors (IOD)
- Intensive tutoring full 100, Thai Investors Association Year 2021
- Trends, direction of doing M&A, important issues to consider and strategies for making M&A successful, organized by The Stock Exchange of Thailand, 2021
- CGR Workshop No. 1/2021 organized by Thai Institute of Directors Association Year 2021
- Handbook training and preparation for the preparation of greenhouse gas emissions reports for listed companies organized by the Office of the Securities and Exchange Commission in 2021
- "Insider Trading and Case study,2566
- Sustainability Data Quality Improvement Project for Listed Companies 2024, supported by the Capital Market Development Fund (CMDF)
- Company Secretary Professional Development Project By the Listed Companies Association, 2024
- Psychology of being an advanced counselor NSD NeuronCo.,Ltd, 2024
- Psychology for Success, NSD Neuron Co.,Ltd, 2024
- Environmental risk management course Society and Governance, Stock Exchange of Thailand, 2024
- Professional Secretary Project, Thai Listed Companies Association, 2024

#### Education Qualifications

- Doctor of Philosophy in Modern Organizational Management (In progress) Kirk University
- Master of Finance Siam University
- Bachelor in General Management Sukhothai Thammathirat Open University

#### Work Experience in the past 5 years

2022 - Present Secretary of the Risk Management  
Ekachai Medical Care Co.,Ltd.

2022 - Present Secretary of the Nomination and  
Remuneration Committee  
Ekachai Medical Care Co.,Ltd.

2017- Present Secretary of the Executive Director  
Ekachai Medical Care Co.,Ltd.

2017 - Present Secretary of the Audit Committee  
Ekachai Medical Care Co.,Ltd.

2017 - Present Secretary of the Board of Director  
Ekachai Medical Care Co.,Ltd.

2017 - Present Company Secretary  
Ekachai Medical Care Co.,Ltd.

2017- Present Manager of Investor Relations  
Ekachai Medical Care Co.,Ltd.

2011-2016 Assistant Manager, Investor Relations  
Gunkul Engineering Co.,Ltd.

#### Shareholding Proportion

As of January 3, 2025

-

#### Relationship between Family and the Executive

-

## Attachment 4

Assets used in business operation

## 1. Details of assets used in business operations

As of December 31, 2024, the Group of Company has assets used in its business operations as follows:

### 1. Ekachai Medical Care Public Company Limited

| Property Type/Characteristics   | proprietary nature | obligation  | Net Book Value (Million Baht) |
|---|--------------------|---|-------------------------------|
| <ul style="list-style-type: none"> <li>Land Title Deed No. 5354, Khok Kham Subdistrict, Mueang District, Samut Sakhon, total area 12 rai 1 ngan 80 Square wah.</li> </ul>     | Owner              | Mortgage with a commercial bank with a total mortgage amount of THB 257 million | 73.30                         |
| <ul style="list-style-type: none"> <li>Land Title Deed No. 18205, Bang Mot Subdistrict, Thung Khru District, Bangkok, Total Area: 4 Rai 2 Ngan 65.7 Square Wah</li> </ul>     | Owner              | -   | 106.00                        |
| <ul style="list-style-type: none"> <li>Land Title Deed No. 22069, Maha Chai Subdistrict, Mueang District, Samut Sakhon Province, total area 3 Ngan 78.7 Square Wah</li> </ul> | owner              | -   | 15.22                         |
| Buildings and building improvements   | owner              | Mortgage with a commercial bank with a total mortgage amount of THB 257 million | 363.34                        |
| Medical tools and equipment   | owner              | -   | 45.05                         |
| Fixtures and office equipment   | owner              | -   | 8.75                          |
| Vehicles  | owner              | -   | 6.74                          |
| Assets under installation   | owner              | -   | 65.20                         |
| <b>Total</b>  |                    |   | <b>683.60</b>                 |

### 2. Ekachai International Co.,Ltd.

| Property Type/Characteristics       | proprietary nature | obligation | Net Book Value (Million Baht) |
|-------------------------------------|--------------------|------------|-------------------------------|
| Buildings and building improvements | owner              | -          | 1.96                          |
| Medical tools and equipment         | owner              | -          | 0.78                          |
| Fixtures and office equipment       | owner              | -          | 0.50                          |
| Vehicle                             | owner              | -          | 0.92                          |
| <b>Total</b>                        |                    |            | <b>4.16</b>                   |

### 3. Ekachai Nursing Home Co.,Ltd.

| Property Type/Characteristics       | proprietary nature | obligation | Net Book Value (Million Baht) |
|-------------------------------------|--------------------|------------|-------------------------------|
| Buildings and building improvements | owner              | -          | 106.50                        |
| Medical tools and equipment         | owner              | -          | 5.85                          |
| Fixtures and office equipment       | owner              | -          | 3.98                          |
| Vehicle                             | owner              | -          | -                             |
| <b>Total</b>                        |                    |            | <b>116.33</b>                 |

### 4. Ekachai Cardiovascular Center Co., Ltd.

| Property Type/Characteristics       | proprietary nature | obligation | Net Book Value (Million Baht) |
|-------------------------------------|--------------------|------------|-------------------------------|
| Buildings and building improvements | owner              | -          | 3.08                          |
| <b>Total</b>                        |                    |            | <b>3.08</b>                   |

## 2 Investment Policy in Subsidiaries and Associated Companies

The Company will invest in companies with the same business objectives as the Company's core business. or similar businesses or businesses that support the company's business which will make the company have more turnover or profit or invest in businesses that provide benefits (Synergy) to the Company which can support the Company's core business operations to be more comprehensive To increase the competitiveness of the company

## Attachment 5

### Policy Corporate Governance and Code of Conduct

1. Corporate Governance

Present in website : [www.ekachaihospital.com](http://www.ekachaihospital.com)

2. Code of Conduct

Present in website : [www.ekachaihospital.com](http://www.ekachaihospital.com)

3. Anti and Corruption Policy

Present in website : [www.ekachaihospital.com](http://www.ekachaihospital.com)

4. Environmental Policy and Guidelines

Present in website : [www.ekachaihospital.com](http://www.ekachaihospital.com)

5. Human Rights

Present in website : [www.ekachaihospital.com](http://www.ekachaihospital.com)

6. Risk Management Policy

Present in website : [www.ekachaihospital.com](http://www.ekachaihospital.com)

7. Policies, criteria, and methods for recruitment and compensation

Present in website : [www.ekachaihospital.com](http://www.ekachaihospital.com)

8. Sustainability Development Policy

Present in website : [www.ekachaihospital.com](http://www.ekachaihospital.com)

9. Tax Policy

Present in website : [www.ekachaihospital.com](http://www.ekachaihospital.com)

10. Supply Chain Management Policy

Present in website : [www.ekachaihospital.com](http://www.ekachaihospital.com)

11. Succession Plan

Present in website : [www.ekachaihospital.com](http://www.ekachaihospital.com)

## Attachment 6

### Report of the Audit Committee

## Report of the Audit Committee

Dear Shareholders of Ekachai Medical Care Public Company Limited

The Audit Committee of Ekachai Medical Care Public Company Limited consists of three independent directors which are Dr. Surin Koocharoenprasit as Chairman of the Audit Committee, Mr. Worapol Wiriyakulapong and Mr. Vuthichai Tumasaroj as Audit Committee, All members of the Audit Committee have experience in law, accounting and finance, management and also knowledge of Hospitals. Their qualification were compiled both with Securities and Exchange Commission, Thailand and The Stock Exchange of Thailand.

The Audit Committee acts as assigned from the Board of Directors in accordance with duties and responsibilities as defined in “Audit Committee Charter” which complies with guidelines and best practices for Audit Committee of the Stock Exchange of Thailand.

In 2024, the Audit Committee met four times in total, including four joint meetings with the auditor that were attended by neither management nor the Audit Committee. Every time, every member of the Audit Committee attended the entire meeting. The management team of the company attends every meeting. The auditor and the internal audit division were present at the meeting as well. to participate in the information presentation Pay attention to suggestions and opinions that can help the administration. Every time, the outcomes of a meeting are reported to the Board of Directors of the company for information. Over the previous year, the Audit Committee completed a number of significant tasks. which could be summarized as follows.

1. In reviewing the financial statements, the Audit Committee has asked for the accuracy and completeness of the quarterly and annual financial statements. With the explanation from the management and auditor, the quarterly and annual financial statements are prepared in accordance with the legal requirements and generally accepted accounting principles before presenting to the Board of Directors.
2. In reviewing the internal control system, the Audit Committee in cooperation with the internal auditors has asked for the internal control system. The Audit Committee is of the opinion that the company has adequate and suitable internal controls in the acceptable criteria.
3. In reviewing the internal auditing plans, the Audit Committee has asked and considered the internal auditing plans to ensure that the internal auditing plans has been adjusted and been consistent with current situation for more effective work.
4. In reviewing the risk management, the Audit Committee has asked risk management plan in order to ensure that the risk has been managed properly in the acceptable criteria. The company has focused and developed Risk Management System, the company has effectively managed the risk in accordance with the company’s target. As the result of reviewing, The Audit Committee is of the opinion that the company has adequate and suitable the risk management.
5. In reviewing the related party transactions, the Audit Committee has considered and asked for the transactions that may have conflicts of related party transactions. As the result of reviewing, the majority of the transactions were normal commercial transaction in accordance with good corporate governance principles, ensuring conflicts of interest are carefully eliminated. The transactions are reasonable and independent, and treat all shareholders equally.
6. The Securities and Exchange Commission Law and Regulations, the Audit Committee has preformed the full scope of authority set forth in the Charter of the Audit Committee in compliance with the Securities and Exchange Commission Law and Regulations or business law
7. In consideration, selection, appointment and proposal of remuneration of the auditor of the Company, the Audit Committee has considered the selection of auditors by considering the independence of the operation, business skills including audit fees. The Audit Committee gave an opinions to the Board of Directors for

considering and proposing to the Annual General Meeting of Shareholders for the year 2024 to consider appointing an auditor from EY Office Limited to be the auditor of the Company and the subsidiary company for the year 2024 by appointing Mr. Termphong Opanaphan, Certified Public Accountant No. 4501 and/or Mr. Vorapoj Amnauypanit, Certified Public Accountant No. 4640 and/or Ms. Kosum Cha-em, Certified Public Accountant No. 6011. The said auditor is an auditor that approved by the Securities and Exchange Commission.

In conclusion, the Audit Committee has opinion that the financial statements of the company have presented fairly, sufficiently, completely in accordance with general financial reporting standard. The internal control has enough efficiency and effectiveness to control any frauds by separating authorization. The company has operated businesses in accordance with The Securities and Exchange Act, The Stock Exchange of Thailand Act or any related laws.



(Dr. Surin Koocharoenprsit)

Chairman of the Audit Committee

27 February 2025



โรงพยาบาลเอกชัย  
EKACHAI HOSPITAL



“สัมผัสจากใจ ห่วงใยดูแลคุณ”

## บริษัท เอกชัยการแพทย์ จำกัด (มหาชน)

EKACHAI MEDICAL CARE PUBLIC COMPANY LIMITED

99/9 หมู่ 4 ถนนเอกชัย ต.โคกขาม อ.เมือง จ.สมุทรสาคร 74000

99/9 MOO 4 EKACHAI ROAD KHOK KHAM, MUANG, SAMUTSAKHON, THAILAND 74000

TEL : (034) 417-999 FAX : (034) 417-900



[www.ekachaihospital.com](http://www.ekachaihospital.com)



CARE THE BEAR  
Change the Climate Change

ลด-โลก-ร้อน



สายด่วน  1715