

ESG Performance

Company Name : PRINCIPAL CAPITAL PUBLIC COMPANY LIMITED Symbol : PRINC

Market : SET Industry Group : Services Sector : Health Care Services

Environmental management

Information on environmental policy and guidelines

Environmental policy and guidelines

Environmental policy and guidelines : Yes

Environmental guidelines : Electricity Management, Renewable/Clean Energy Management, Water resources and water quality management, Waste Management, Greenhouse Gas and Climate Change Management

Over the past year, climate change trends have continued to be concerning. Global efforts to limit the rise in average global temperature to within 1.5°C above pre-industrial levels—a target set in the 2015 Paris Agreement—have not been successful.

As a stakeholder of this planet, the Company prioritizes advancing its "Harmonized Stewardship" strategy through an environmental policy that encourages each hospital to implement the following measures:

- Comply with all applicable environmental laws, regulations, and standards, such as the Notification of the Ministry of Natural Resources and Environment on types of buildings considered pollution sources that must control wastewater discharge, and the Ministerial Regulation on Infectious Waste Disposal B.E. 2545. Regular monitoring and oversight of key performance indicators is also conducted.
- Emphasize efficient use of resources, including electricity and water, and promote the 3Rs (Reduce, Reuse, Recycle) principles.
- Increase the proportion of clean energy sources used.
- Source materials and services throughout the value chain with consideration for environmental impacts.
- Develop services and products that reduce impact on both consumers and the environment.
- Promote environmental awareness and encourage employees to act responsibly toward environmental impacts.
- Seek partnerships to jointly reduce environmental impacts.
- Apply for relevant environmental certifications such as the Green & Clean Hospital standard.

Reference link for environmental policy and guidelines : <https://drive.google.com/file/d/1Y5tWFsEdwKLiTr3wPdJOUwkqqqZoXsyn/view>

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Information on review of environmental policies, guidelines, and/or objectives over the past years

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

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

Changes in environmental policies, guidelines, and/or goals : Greenhouse Gas and Climate Change Management

The Company has revised the base year for greenhouse gas management and climate change from 2021 to 2023, as the data collected in 2023 is more detailed and comprehensive, and includes the addition of newly opened hospitals.

Information on compliance with environmental management principles and standards

Compliance with environmental management principles and standards

Compliance with energy management principles and standards

Compliance with water management principles and standards

Water management principles and standards : 3Rs or 5Rs

Compliance with waste management principles and standards

Waste management principles and standards : 3Rs, 5Rs or 7Rs

Compliance with greenhouse gas or climate change management principles and standards

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

Information on incidents related to legal violations or negative environmental impacts

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

	2022	2023	2024
Number of cases or incidents of legal violations or negative environmental impact (cases)	0	0	0

Energy management

Disclosure boundary in energy management in the past years

Boundary type	:	Company
Total number of disclosure boundaries	:	17
Actual number of disclosure boundaries	:	17
Data disclosure coverage (%)	:	100.00

Information on energy management

Energy management plan

The company's energy management plan : Yes

Electricity is a major source of greenhouse gas emissions for hospitals, as they operate 24 hours a day and require cold storage to maintain the temperature of medications and medical supplies. Each hospital therefore implements three main strategies tailored to its specific context—such as building age, air conditioning systems, and patient volume.

Three main strategies:

1. Use of Electricity from Clean Energy Sources
2. Improving System Efficiency
3. Staff Engagement in Energy Conservation

Reference link for company's energy management plan : <https://drive.google.com/file/d/1Y5tWFsEdwKLiTr3wPdJOUwkqqqZoXsyn/view>
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Information on setting goals for managing energy

Setting goals for managing electricity and/or oil and fuel⁽¹⁾

Does the company set goals for electricity and/or fuel management : Yes

Details of setting goals for electricity and/or fuel management

Target(s)	Base year(s)	Target year(s)
Reduction of electricity purchased for consumption	2023 : purchased electricity for consumption 30,123,131.19 Kilowatt-Hours	2024 : Reduced by 10%

Remark: ⁽¹⁾ - The company aims to reduce energy consumption per patient visit by 10% from the baseline year.
- In 2023, electricity consumption per campus visit was 35.21 kilowatt-hours per person per year.

Information on performance and outcomes of energy management

Performance and outcomes of energy management

Performance and outcomes of energy management : Yes

With a target of reducing energy consumption per patient visit by 10% from the baseline year, the company successfully exceeded its goal in 2024, achieving a 13.92% reduction.

1. Use of Electricity from Clean Energy Sources

In partnership with shareholders and key partners such as RATCH Group Public Company Limited, through its subsidiary RATCH PATTANA ENERGY PCL, the company began installing solar panels (Solar Cells) in hospitals in 2022. By 2024, installation has been completed at 7 hospitals,

up from 5 in 2023:

- PRINC Hospital Lamphun
- PRINC Hospital Sakon Nakhon
- PRINC Hospital Sisaket
- PRINC Hospital Uthai thani
- PRINC Hospital Ubon Ratchathani
- Pitsanuvej Uttaradit Hospital
- PRINC Hospital Paknampo

Additionally, preparations are underway to install solar panels at Princ Hospital Mukdahan as the 8th site in 2025.

As a result, in 2024, the company generated 1,955.06 megawatt-hours of clean energy, leading to:

- A 15.64% clean energy share in the seven hospitals (up from 6.78% in 2023).
- A 6.30% clean energy share across the entire hospital network (up from 1.74% in 2023).

2. Improving System Efficiency

In 2024, the following actions were implemented:

- Pitsanuvej Hospital installed an Energy Saving Voltage Regulator, reducing energy consumption by 11.06%. There are plans to expand this project to Princ Hospital Lamphun and Princ Hospital Paknampo during 2025–2026.

- Princ Hospital Suvarnabhumi adopted the Smart Energy from True Digital Group to manage its chiller system, optimizing load distribution based on usage and climate. This was coupled with the installation of a High-Efficiency Chiller, resulting in 9.87% energy savings. The Smart Energy system is planned to be expanded to Pitsanuvej Hospital, while the High-Efficiency Chiller system will be introduced in Princ Hospital Sakon Nakhon, Princ Hospital Sisaket, Princ Hospital Uthai Thani, and Princ Hospital Ubon Ratchathani during 2025–2026.

- Princ Hospital Paknampo replaced low-efficiency air conditioning units and harmful refrigerants with Air-inverter models, and upgraded to LED lighting. These efforts led to 10.10% energy savings.

Plans for 2025

A High-Efficiency Pump System is being considered, starting with Princ Hospital Lamphun, which is expected to save 85,000 kWh (~75% energy reduction). The company is also exploring the use of AI to enhance the operational efficiency of the cooling systems.

3. Staff Engagement in Energy Conservation

Each hospital promotes awareness through various campaigns encouraging staff to save energy. Initiatives include: Creative communications and internal measures, Earth Hour activities-inviting employees to turn off lights for one hour, Incorporating energy-saving designs into the construction of new hospitals, such as motion sensors for lighting and water taps

Information on electricity management

Company's electricity consumption ^(*)

	2022	2023	2024
Total electricity consumption within the organization (Kilowatt-Hours)	25,290,691.00	30,656,518.47	31,392,578.47
Electricity purchased for consumption from non-renewable energy sources (Kilowatt-Hours)	25,290,691.00	30,123,131.19	29,437,518.68
Electricity purchased or generated for consumption from renewable energy sources (Kilowatt-Hours)	N/A	533,387.28	1,955,059.79
Intensity ratio of total electricity consumption within the organization to total number of employees (Kilowatt-Hours / Person / Year)	8,532.62	7,816.55	7,548.11

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

Electricity Consumption Intensity⁽²⁾

	2022	2023	2024
Intensity of total electricity consumption within the organization (Kilowatt-Hours / m ²)	N/A	125.96362900	114.51261970
Intensity of total electricity consumption within the organization (Kilowatt-Hours / Piece of product)	N/A	35.21249936	30.66000000

Remark: ⁽²⁾ A unit of product refers to the number of service recipients throughout the year.

Electricity Expense (*)

	2022	2023	2024
Total electricity expense (Baht)	112,113,949.00	152,658,083.17	136,445,847.00
Percentage of total electricity expense to total expenses (%) ^(**)	1.80	2.47	2.27
Percentage of total electricity expense to total revenues (%) ^(**)	1.65	2.66	2.36
Intensity ratio of total electricity expense to total number of employees (Baht / Person / Year)	37,825.22	38,923.53	32,807.37

Additional explanation : ⁽¹⁾ Exclude electricity expense outside of the Company

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

Information on fuel management

Company's fuel consumption

	2022	2023	2024
Diesel (Litres)	285,861.73	260,553.36	177,242.68
Gasoline (Litres)	32,679.39	92,402.01	108,008.93
LPG (Kilograms)	N/A	45,090.00	30,951.00

Additional explanation : Not include external fuel consumption

Company's fuel expense (*)

	2022	2023	2024
Total fuel expense (Baht)	7,957,971.73	9,872,017.14	6,550,064.72
Percentage of total fuel expense to total expenses (%) ^(**)	0.13	0.16	0.11
Percentage of total fuel expense to total revenues (%) ^(**)	0.12	0.17	0.11

Additional explanation : ⁽¹⁾ Exclude electricity expense outside of the Company

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

Information on total energy management (electricity + fuel)

Energy Consumption

	2022	2023	2024
Total energy consumption within the organization (Megawatt-Hours)	N/A	34,456.09	34,408.25

Energy Consumption Intensity

	2022	2023	2024
Intensity ratio of total energy consumption within the organization to total revenues (Megawatt-Hours / Thousand Baht of total revenues) ^(*)	N/A	0.00600326	0.00594521
Intensity of total energy consumption within the organization (Megawatt-Hours / m ²)	N/A	0.14408244	0.13384888

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

Water management

Disclosure boundary in water management over the past years

Boundary type	:	Company
Total number of disclosure boundaries	:	17
Actual number of disclosure boundaries	:	17
Data disclosure coverage (%)	:	100.00

Information on water management plan

Water management plan

The Company's water management plan : Yes

Since healthcare facilities are required to have wastewater management plans and treatment systems in compliance with legal regulations, all hospitals within the network conduct regular monitoring of water quality parameters and wastewater analysis for all buildings. If any abnormal trends are detected, immediate investigations and corrective actions are taken. Additionally, relevant personnel are trained in water pollution control to ensure effective wastewater management.

Reference link for company's water management plan : <https://drive.google.com/file/d/1Y5tWFsEdwKLiTr3wPdJOUwkqqqZoXsyn/view>

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Information on setting goals for water management

Setting goals for water management⁽³⁾

Does the company set goals for water management : Yes

Details of setting goals for water management

Target(s)	Base year(s)	Target year(s)
Reduction of water withdrawal	2023 : Water withdrawal 435,375.00 Cubic meters	2024 : Reduced by 10%

Remark: ⁽³⁾ - The company aims to reduce water consumption per patient visit by 10% from the baseline year.
- In 2023, water consumption per patient visit was 0.51 cubic meters per person per year.

Information on performance and outcomes of water management

Performance and outcomes of water management

Performance and outcomes of water management : Yes

With a target to reduce water consumption per campus visit by 10% from the baseline year in 2024, the company has yet to fully achieve its goal. As of this year, water consumption per campus visit has decreased by 7.88%.

The company has revised its baseline year to 2023 (B.E. 2566) since the previous baseline year (2021) did not include groundwater usage data. Based on current performance, the hospital network has not yet achieved the water usage reduction target. In 2024, the total water consumption was 450,077.40 cubic meters, with a 7.88% reduction in water usage per service recipient. The company remains committed to achieving its goal of a 10% reduction in water usage per recipient through ongoing projects and awareness campaigns.

In 2024, hospitals including Pitsanuvej, Pitsanuvej Phichit, and Princ Suvarnabhumi reused a total of 363 cubic meters (363,000 liters) of treated wastewater for landscape irrigation. This initiative saved approximately THB 10,300 annually. However, the amount reused decreased from 2023 due to equipment malfunctions in some hospitals.

Information on water management

Water withdrawal by source

	2022	2023	2024
Total water withdrawal (Cubic meters)	277,711.00	435,375.00	450,077.40
Water withdrawal by third-party water (cubic meters)	277,711.00	349,705.00	373,936.00
Water withdrawal by groundwater (cubic meters)	N/A	85,670.00	76,141.40
Intensity ratio of total water withdrawal to total number of employees (Cubic meters / Person / Year)	93.69	111.01	108.22
Intensity ratio of total water withdrawal to total revenues (Cubic meters / Thousand Baht of total revenues) ^(*)	0.04	0.08	0.08

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

Water discharge by destinations

	2022	2023	2024
Percentage of treated wastewater (%)	100.00	100.00	100.00
Total wastewater discharge (cubic meters)	222,168.80	347,783.00	359,698.92
Wastewater discharged to surface water (cubic meters)	222,168.80	347,783.00	359,698.92

Water consumption

	2022	2023	2024
Total water consumption (Cubic meters)	55,542.20	87,592.00	90,378.48

Recycled water consumption

	2022	2023	2024
Total recycled water for consumption (Cubic meters)	0.00	517.00	363.00

Water Consumption Intensity⁽⁴⁾

	2022	2023	2024
Intensity ratio of total water consumption to total revenues (Cubic meters / Thousand Baht of total revenues) ^(*)	0.00816221	0.01526110	0.01561600
Intensity of total water consumption (Cubic meters / m ²)	N/A	1.82057485	1.75081136

	2022	2023	2024
Intensity of total water consumption (Cubic meters / Piece of product)	N/A	0.50893255	0.46884235

Additional explanation : ⁽¹⁾ Total revenues and expenses from consolidated financial statement

Remark: ⁽⁴⁾ A unit of product refers to the number of service recipients throughout the year.

Water withdrawal expenses

	2022	2023	2024
Total water withdrawal expense (Baht)	6,033,074.32	8,143,624.61	8,624,282.00
Total water withdrawal expense from third-party water (Baht)	6,033,074.32	8,143,624.61	8,624,282.00
Percentage of total water withdrawal expense to total expenses (%) ⁽⁴⁾	0.10	0.13	0.14
Percentage of total water withdrawal expense to total revenues (%) ⁽⁴⁾	0.09	0.14	0.15
Intensity ratio of total water withdrawal expense to total number of employees (Baht / Person / Year)	2,035.45	2,076.40	2,073.64

Additional explanation : ⁽¹⁾ Total revenues and expenses from consolidated financial statement

Waste management

Disclosure boundary in waste management over the past years

Boundary type	:	Company
Total number of disclosure boundaries	:	17
Actual number of disclosure boundaries	:	17
Data disclosure coverage (%)	:	100.00

Information on waste management plan

Waste management plan

The company's waste management plan : Yes

To ensure that all hospitals comply with legal requirements, each facility has established relevant policies for waste and hazardous waste management. These include: Hazardous and General Waste Management Policy, Waste Management Policy, and Infection Control Policy. These aim to minimize environmental contamination and reduce the amount of waste impacting the environment and surrounding communities.

Reference link for company's waste management plan : <https://drive.google.com/file/d/1Y5tWFsEdwKLiTr3wPdJOUwkqqqZoXsyn/view>

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Information on setting goals for waste management

Setting goals for waste management⁽⁵⁾

Does the company set goals for waste management : Yes

Details of setting goals for waste management

Target(s)	Base year(s)	Target year(s)	Waste management methods
Increase of waste recovery Waste type: Non-hazardous waste	2023 : non-hazardous waste 159,809.35 Kilograms	2024 : Increased by 35%	• Recycle

Remark: ⁽⁵⁾ In 2023, the ratio of recyclable waste to general waste was 15:85.

Information on performance and outcomes of waste management

Performance and outcomes of waste management

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

With the goal of achieving a 50:50 ratio of recyclable waste to general waste, the company has yet to fully meet this target in 2024. However, progress has been made, with the ratio improving to 21:79, up from 15:85 in 2023.

Additionally, the company has achieved the following waste reduction milestones:

Reduction in infectious waste per campus visit

- 2023: 0.43 kg per campus visit per year
- 2024: 0.41 kg per campus visit per year

Reduction in general waste sent to landfills per campus visit

- 2023: 1.09 kg per campus visit per year
- 2024: 0.74 kg per campus visit per year

Increase in waste incinerated for energy recovery (RDF)

- 2023: 0.36 kg per campus visit per year
- 2024: 0.77 kg per campus visit per year

Information on waste management

Waste Generation^(*)

	2022	2023	2024
Total waste generated (Kilograms)	1,230,024.06	1,623,640.39	1,859,570.61
Total non-hazardous waste (kilograms)	575,034.03	1,242,855.38	1,447,910.93
Non-hazardous waste - Landfilling (Kilograms)	401,404.03	933,975.48	707,455.03
Non-hazardous waste - Incineration with energy recovery (Kilograms)	173,630.00	308,879.90	740,455.90
Total hazardous waste (kilograms)	654,990.03	380,785.01	411,659.68
Hazardous waste - Incineration without energy recovery (Kilograms)	654,990.03	380,785.01	411,659.68
Intensity ratio of total waste generated to total revenues (Kilograms / Thousand Baht of total revenues) ^(**)	0.18	0.28	0.32
Intensity ratio of total non-hazardous waste to total revenues (Kilograms / Thousand Baht of total revenues) ^(**)	0.08	0.22	0.25
Intensity ratio of total hazardous waste to total revenues (Kilograms / Thousand Baht of total revenues) ^(**)	0.10	0.07	0.07

Additional explanation : ^(*) Exclude the total weight of waste generated outside of the Company, which is not responsible for the waste disposal or treatment cost

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

Waste reuse and recycling

	2022	2023	2024
Total reused/recycled waste (Kilograms)	92,431.31	159,809.35	192,438.96
Reused/Recycled non-hazardous waste (Kilograms)	92,431.31	159,809.35	192,438.96
Recycled non-hazardous waste (Kilograms)	92,431.31	159,809.35	192,438.96
Percentage of total reused/recycled waste to total waste generated (%)	7.51	9.84	10.35
Percentage of reused/recycled non-hazardous waste to non-hazardous waste (%)	16.07	12.86	13.29

Additional explanation : Exclude the total weight of reused/recycled waste outside of the Company, which is not responsible for the waste disposal or treatment cost

Greenhouse gas management

Disclosure boundary in greenhouse gas management over the past years

Boundary type	:	Company
Total number of disclosure boundaries	:	17
Actual number of disclosure boundaries	:	17
Data disclosure coverage (%)	:	100.00

Information on greenhouse gas management plan

Greenhouse gas management plan

The company's greenhouse gas management plan : Yes

The company is committed to systematically reducing greenhouse gas (GHG) emissions through The Science-Based Target initiative and long-term sustainability initiatives to align with global climate goals. Currently, the company is in the process of developing a clear action plan to reduce GHG emissions and achieve Net-Zero GHG Emissions through various strategic initiatives.

Reference link for company's greenhouse gas management plan : <https://drive.google.com/file/d/1Y5tWFsEdwKLiTr3wPdJOUwkqqqZo/view>
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Information on setting greenhouse gas emission goals

Setting greenhouse gas emission goals

Does the company set greenhouse gas management goals : Yes

Company's existing targets : Setting net-zero greenhouse gas emissions targets, Carbon Neutrality

Setting net-zero greenhouse gas emissions targets

Details of setting net-zero greenhouse gas emissions targets

Greenhouse gas emission scope	Base year(s)	Short-term target year	Long-term target year	Certification
Scope 1-3	2023 : Greenhouse gas emissions 29,295.00 tCO ₂ e	2030 : Reduced by 40% in comparison to the base year	2049 : Reduced by 90% in comparison to the base year	<ul style="list-style-type: none"> Thailand Greenhouse Gas Management Organization (TGO) : None Science-based Targets (SBTi) : None

Setting carbon neutrality targets⁽⁶⁾

Details of setting carbon neutrality targets

Greenhouse gas emission scope	Base year(s)	Target year(s)	Certification
Scope 1-3	2023 : Greenhouse gas emissions 29,295.00 tCO ₂ e	2049 : Reduced by 90%	None

Remark: ⁽⁶⁾ The company has been certifying its greenhouse gas (GHG) emissions with the Thailand Greenhouse Gas Management Organization (TGO) since 2021. In 2021 and 2022, the company fully offset its Scope 1 and Scope 2 emissions, achieving Carbon Neutrality certification.

However, starting in 2023, the company began assessing the feasibility of setting a Net-Zero GHG Emissions target in alignment with SBTi guidelines. As a result, it did not proceed with carbon offsetting during this period.

This new approach not only enables the company to set clear, science-based emission reduction targets, but also

emphasizes long-term, systematic investments. Instead of relying on annual carbon offsetting, which may be less effective in the long run, the company is shifting towards structured resource and budget management to maximize impact and align with its sustainability goals.

Information on performance and outcomes of greenhouse gas management

Performance and outcomes of greenhouse gas management : Yes

Greenhouse Gas Management and Emission Reduction Progress

The company has revised its baseline year from 2021 (2564) to 2023 (2566), as the hospital network expanded significantly over the past three years. This includes the addition of new hospitals such as Ruampat Phitsanulok Hospital, Princ Hospital Sakon Nakhon, Princ Hospital Mukdahan, as well as the expansion of service areas in several existing hospitals. These developments resulted in significant operational and emissions changes compared to 2021, making 2023 a more appropriate baseline for long-term planning toward net-zero greenhouse gas emissions.

In 2024, the company's Scope 1 and 2 greenhouse gas emissions—both net emissions and carbon intensity (per patient)—were lower than the 2023 baseline. Specifically, net Scope 1 and 2 emissions totaled 16,738 tons of CO₂ equivalent (TonCO₂e), with a carbon intensity of 0.017 TonCO₂e/person/year, down from 16,816 TonCO₂e and 0.020 TonCO₂e/person/year in 2023. This reduction is largely attributed to a significant decrease in diesel vehicle usage, which emits more GHGs compared to other fuels.

When considering total emissions across all three scopes, the company emitted 29,359 TonCO₂e in 2024, slightly higher than the 29,295 TonCO₂e in 2023. However, in terms of carbon intensity, the company achieved its goal of reducing emissions by 5%, achieving a 10.69% reduction—from 0.034 TonCO₂e/person/year to 0.031 TonCO₂e/person/year. That said, the 2024 figure remains higher than in 2022 (0.021 TonCO₂e/person/year), a year that saw unusually high patient volumes due to COVID-19.

In 2024, the company expanded the scope of its data collection. For example:

- All purchased pharmaceuticals were included (up from the top 100).
- All medical supplies were included (up from the top 40).
- Additional categories such as electrical appliances, vehicles, furniture, and construction materials were also captured.

• The emission factors (EFs) used were revised to align with international standards in preparation for joining the Science-Based Targets initiative (SBTi).

To support effective planning and monitoring, the company will officially set 2024 (2567) as the new baseline year starting from 2025.

The company did not offset emissions in 2024, as it is currently developing a roadmap to join SBTi, focusing on setting robust long-term emission targets and optimizing investments and resource management. This replaces the previous year-by-year carbon offsetting approach, which may be less effective over time.

GHG Management Initiatives in 2024

In 2024, the company was selected as one of 20 pilot organizations to sign a cooperation agreement under a program aimed at promoting greenhouse gas target-setting in the industrial sector toward Net Zero through the Science-Based Target (SBT) method. The program is organized by the Thailand Greenhouse Gas Management Organization (Public Organization) in collaboration with the Eco-Energy Excellence Center, the Department of Chemical Engineering, and the Consulting and Research Center at Thammasat University. As part of this initiative, the company received expert consultation on how to develop its SBT-aligned emissions targets.

Additionally, the company was selected to join the "Achieve Climate Action: Set a Challenging Target to Net Zero" program by the Stock Exchange of Thailand (SET), demonstrating its commitment to achieving Net Zero greenhouse gas emissions in accordance with SBTi guidelines. The company aims to formally commit its targets to SBTi by 2026.

To show its strong commitment, the company designated organizational greenhouse gas emissions as a corporate KPI in 2024. This created significant momentum across all departments, ensuring collective efforts to reduce emissions. The company also introduced a Carbon Footprint training course during internal Townhall sessions to enhance awareness across all staff levels. Over 2,430 employees participated in the training, with 79.63% passing the knowledge assessment.

2025 Action Plan:

At the beginning of 2025, the company officially expressed its intention to set both a Near-term Target and a Net Zero Target under the Science-Based Targets initiative (SBTi). This commitment requires the company to establish clear goals and an action plan to achieve them, with the formal target submission deadline set for March 2027.

Therefore, 2025 will be a year of focused planning and development of a detailed roadmap. The company will continue to recognize Carbon Footprint as a corporate KPI. Moreover, the company remains dedicated to seeking strategic partners to support tangible GHG emissions reductions and will actively collaborate with its value chain to drive sustainability forward.

Information on greenhouse gas management

The company's greenhouse gas emissions

	2022	2023	2024
Total GHG emissions (Metrics tonne of carbon dioxide equivalents)	23,609.00	26,630.00	28,887.00
Total greenhouse gas emissions - Scope 1 (Metric tonnes of carbon dioxide equivalent)	3,028.00	2,237.00	2,022.00
Total greenhouse gas emissions - Scope 2 (Metric tonnes of carbon dioxide equivalent)	12,475.00	14,582.00	14,716.00
Total greenhouse gas emissions - Scope 3 (Metric tonnes of carbon dioxide equivalent)	8,106.00	9,811.00	12,149.00

Greenhouse Gas Emissions Intensity⁽⁷⁾

	2022	2023	2024
Intensity ratio of total GHG emissions to total revenues (Metric tonnes of carbon dioxide equivalent / Thousand Baht of total revenues) ^(*)	0.003469	0.004640	0.004991
Intensity ratio of total GHG emissions to total number of employees (Metric tonnes of carbon dioxide equivalent / Person)	7.97	6.79	6.95
Intensity of GHG emissions (Metric tonnes of carbon dioxide equivalent / m ²)	N/A	0.12250070	0.11420718
Intensity of GHG emissions (Metric tonnes of carbon dioxide equivalent / Piece of product)	0.02972020	0.03424450	0.03058310

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

Remark: ⁽⁷⁾ The term "product unit" refers to the number of individuals who received services over the course of the year.

Information on verification of the company's greenhouse gas emissions over the past year

Verification of the company's greenhouse gas emissions over the past year

Verification of the company's greenhouse gas emissions : Yes

List of greenhouse gas verifier entity : NPC Safety and Environmental Service Company Limited

Information on reduction and absorption of greenhouse gas

Reduction of Greenhouse Gas

	2022	2023	2024
Total reduced GHG (Metric kilograms of carbon dioxide equivalent)	0.00	1,817,175.00	1,588,419.00

	2022	2023	2024
Care the Bear Project (Metric kilograms of carbon dioxide equivalent)	N/A	0.00	0.00
Care the Whale Project (Metric kilograms of carbon dioxide equivalent)	N/A	1,537,182.00	1,588,419.00
Other projects (Metric kilograms of carbon dioxide equivalent)	N/A	279,993.00	0.00
LESS (Metric kilograms of carbon dioxide equivalent)	N/A	279,993.00	0.00

Absorption and removal of Greenhouse Gas

	2022	2023	2024
Total absorbed and removal of GHG (Metric kilograms of carbon dioxide equivalent)	0.00	0.00	0.00
Care the Wild Project (Metric kilograms of carbon dioxide equivalent)	0.00	0.00	0.00

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ESG Performance

Company Name : PRINCIPAL CAPITAL PUBLIC COMPANY LIMITED Symbol : PRINC

Market : SET Industry Group : Services Sector : Health Care Services

Human rights

Information on social and human rights policies and guidelines

Social and human rights policy and guidelines

Social and human rights policy and guidelines	:	Yes
Social and human rights guidelines	:	Employee Rights, Migrant/foreign labor, Child Labor, Consumer/customer rights, Community and environmental rights, Safety and Occupational Health at Work, Non-discrimination, Supplier rights

With a core commitment to fostering a culture of generosity and advancing the organization alongside societal development, the company places great importance on both internal and external communities. Internally, this includes employees—who are the driving force of the organization. Externally, it includes surrounding communities, customers, and other stakeholders. This commitment has shaped the strategy called “Harmony of Heart”, covering three key aspects:

1. Expanding Access to Healthcare Services: The company follows a core policy of expanding healthcare services to secondary cities, allowing communities in those areas to access quality medical services and achieve better health outcomes. This approach also contributes to the economic development of secondary cities.
2. Respect for Human Rights and Labor Practices: The company has issued a Human Rights Policy and established assessment procedures to prevent human rights violations. This promotes awareness among employees about their own rights and those of others, fostering a respectful and inclusive work environment. Additionally, policies on environmental health, occupational health, and workplace safety are in place to ensure the well-being of employees. The company’s Code of Conduct also includes guidelines for fair treatment of stakeholders, serving as a foundational practice for directors, committees, executives, and staff.
3. Integrating with Local Communities and Supporting Local Employment: The company promotes local hiring by considering candidates’ hometowns as part of the recruitment criteria. This helps distribute income to communities in secondary cities and reduces social inequality, fostering sustainable community development. The company also involves local people—including farmers, the elderly, and villagers—in product development processes used in hospital operations. The company supports personal development through learning programs, health and financial benefits, and initiatives to strengthen employee engagement. Additionally, employees participate in community development activities such as mobile health check-ups, public health awareness campaigns, blood donation drives, and health education sessions for the public—further embodying the spirit of giving at the heart of the organization’s values.

Reference link for social and human rights policy and guidelines	:	https://drive.google.com/file/d/1Y5tWFsEdwKLiTr3wPdJOUwkqqqZoXsyn/view
Page number of the reference link	:	126

Information on review of social and human rights policies, guidelines, and/or goals over the past year

Review of social and human rights policies, guidelines, and/or goals over the past year

Review of social and human rights policies, guidelines, and/or goals over the past year	:	Yes
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Information on compliance with human rights principles and standards

Compliance with human rights principles and standards

Human rights management principles and standards : Thai Labour Standard: Corporate Social Responsibility of Thai Businesses (TLS 8001-2010) by the Ministry of Labour, The UN Guiding Principles on Business and Human Rights, The OECD Guidelines for Multinational Enterprises, ILO Tripartite Declaration of Principles concerning Multinational Enterprises and Social Policy

Information on Human Rights Due Diligence : HRDD

Human Rights Due Diligence : HRDD

Does the company have an HRDD process : Yes

The company's comprehensive human rights due diligence process begins with The Policy and Commitment, where the company declares its commitment to respecting human rights. It establishes key principles and guidelines related to human rights and communicates them to stakeholders across the value chain.

Next, the company conducts an Assessment of Human Rights Impacts, which involves defining the scope of the assessment, identifying human rights risks that have occurred or are likely to occur, and determining stakeholders who may be affected, including vulnerable groups. The company assesses risks and impacts and prioritizes them based on the severity of the impact and the likelihood of occurrence.

Following the assessment, the company focuses on Integration into Actual Practice by establishing mechanisms and measures to prevent and mitigate the impacts of human rights risks. These measures are implemented in collaboration with relevant agencies to ensure effective execution.

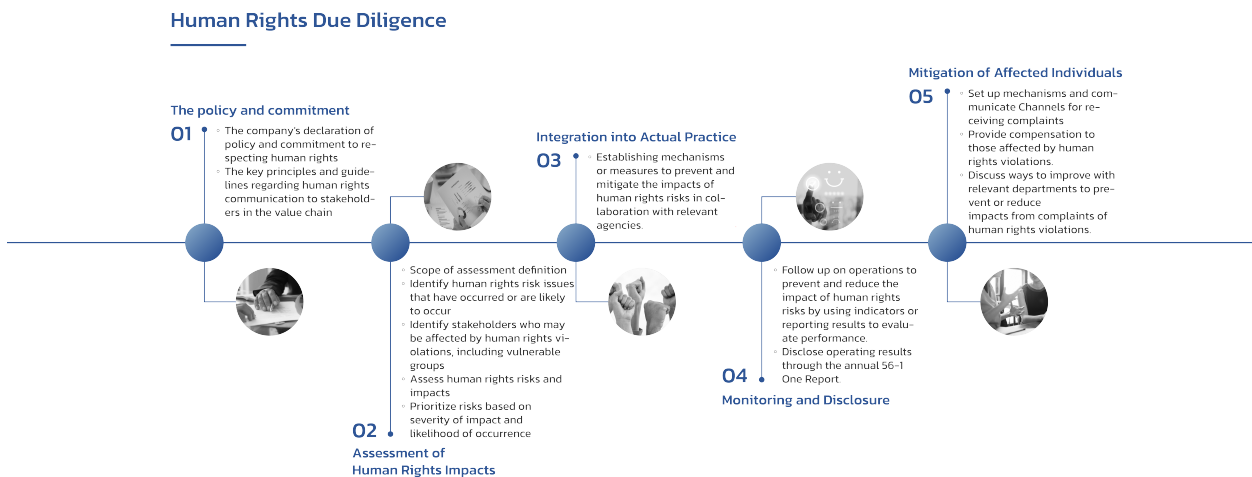
The next step is Monitoring and Disclosure, where the company follows up on its operations to prevent and reduce human rights risks. It uses indicators and reporting mechanisms to evaluate performance and discloses its operational results through the annual 56-1 One Report.

Finally, the company emphasizes Mitigation of Affected Individuals by setting up mechanisms and communication channels for receiving human rights complaints. It provides compensation to those affected by human rights violations and discusses ways to improve processes with relevant departments to prevent or reduce the impact of human rights violations.

Reference link for the information and an HRDD process : <https://drive.google.com/file/d/1Y5tWF5EdwKLItr3wPdJOUwkqqqZoXsyn/view>

Page number of the reference link : 131

HRDD process diagram



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

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

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

Fair labor practice

Disclosure boundary in fair labor practice in the past years

Boundary type	:	Company
Total number of disclosure boundaries	:	17
Actual number of disclosure boundaries	:	17
Data disclosure coverage (%)	:	100.00

Information on employees and labor management plan

Employees and labor management plan

The company's employee and labor management plan	:	Yes
Employee and labor management plan implemented by the Company in the past year	:	Fair employee compensation, Employee training and development, Promoting employee relations and participation, Migrant/foreign labor, Child labor, Occupational health and safety in workplace

Employment

Local Employment

The company is committed to bringing employees back to their hometowns, fostering a sense of belonging, and supporting community healthcare in secondary cities where medical services remain limited. This initiative not only improves public health but also contributes to local economic growth. Over the past year, the company has continued implementing the "PRINC Harmonized People with Hometowns" policy, incorporating local residency as a key criterion in the recruitment and selection process.

Diversity in Employment

The company emphasizes equality and has a strict non-discrimination policy, ensuring that employment decisions are not influenced by gender, age, nationality, disability, religion, or any other factors.

Empowering Women in the Workforce

Women form a significant part of the healthcare service workforce. The company is committed to promoting female employment, ensuring fair labor practices, and maintaining equal pay policies regardless of gender.

Human Rights and Labor Practices

Respect for Equality and Diversity

The company fosters a diverse workforce, employing individuals from various religious backgrounds, including Buddhism, Christianity, and Islam, as well as different nationalities.

Commitment to Human Rights

The company recognizes the intrinsic value and dignity of every individual and adheres to internationally recognized human rights laws. The company is committed to respecting human rights and encourages all stakeholders within its value chain to uphold legal regulations, corporate governance policies, and ethical standards to prevent human rights violations. Moreover, the company has implemented mechanisms to prevent, address, and remediate any human rights-related issues effectively.

Occupational Health and Safety

The company has established policies and guidelines for environmental, occupational health, and workplace safety. A Hospital Safety and Environment Committee (FMS Round Team) or a responsible unit ensures proper implementation of these policies. The company also conducts regular workplace assessments covering key occupational health and safety risks, including:

- Safety: Risks of injury due to unsafe working conditions.
- Security: Risks of violence, emergencies, or disasters.
- Hazardous Materials: Exposure to chemicals or dangerous substances.

- Medical Equipment: Malfunctions or improper use of medical devices.
- Fire Safety: Fire hazards within hospital premises.
- Utility Disruptions: Power or infrastructure failures affecting operations.

Following risk assessments, the company prioritizes issues, sets goals and key performance indicators (KPIs), develops action plans, assigns responsible personnel, and monitors progress. Each hospital must implement at least the following activities:

- Annual health check-ups with risk-based screenings for different job roles.
- Infection prevention and control training, including proper personal protective equipment (PPE) usage for relevant employees, contractors, and outsourced workers.
- Annual awareness campaigns on workplace safety, quality, and occupational health.
- Incorporating occupational health and safety training into employee onboarding programs.
- Annual fire drills and emergency evacuation training.
- Emergency Code response drills for handling crises.

Additionally, the company has set a goal of achieving zero Lost Time Injury Frequency Rate (LTIFR = 0) and zero workplace accidents.

Employee Development

The company prioritizes employee capability development and has introduced the PRINC Academy Platform, an e-learning system that provides employees with various training programs. The company continuously updates and refines the curriculum to ensure relevant courses are available. This platform is particularly beneficial for frontline employees who cannot attend training sessions during regular hours. Mandatory courses for all employees are also available through this system.

Additionally, the company focuses on enhancing internal collaboration and communication skills to improve work efficiency. Programs such as Collaborative Team and Organization Development Training have been implemented to foster effective communication, reduce workplace stress, and mitigate conflicts. These training sessions are continuously provided to hospitals within the network to ensure a harmonious and productive work environment.

Employee Benefits and Well-being

The company provides a wide range of employee benefits, covering financial support, healthcare, and overall well-being. Additionally, continuous efforts are made to enhance employee engagement and workplace satisfaction.

Reference link for employee and labor management plan : <https://drive.google.com/file/d/1Y5tWFsEdwKLiTr3wPdJOUwkqqqZoXsyn/view>

Page number of the reference link : 127

Information on setting employee and labor management goals

Setting employee and labor management goals

Does the company set employee : Yes
and labor management goals?

Details of setting goals for employee and labor management

Target(s)	Indicator(s)	Base year(s)	Target year(s)
• Employee training and development	-	2023: -	2024: -
• Occupational health and safety in workplace	-	2023: -	2024: -
• Occupational health and safety in workplace	-	2023: -	2024: -
• Promoting employee relations and participation	-	2023: -	2024: -
• Promoting employee relations and participation	-	2023: -	2024: -
• Promoting employee relations and participation	-	2023: -	2024: -
• Non-discrimination	-	-	2024: -
• Non-discrimination	-	2023: -	2024: -
• Non-discrimination	-	2023: -	2024: -
• Non-discrimination	-	2023: -	2024: -
• Others : -	-	2023: -	2024: -

Information on performance and outcomes for employee and labor management

Performance and outcomes for employee and labor management

Performance and outcomes for employee and labor management : Yes

Employment

Local Employment

In 2024, 74.31% of the total hospital workforce consists of local employees or individuals who have returned to their hometowns. Specifically, at PRINC Hospital Mukdahan, a newly established facility within the network, 84.51% of the 71 newly hired employees are from local or neighboring provinces, with 60 hires being local.

Diversity in Employment

In 2024, the company expanded employment opportunities for persons with disabilities, increasing the total number of disabled employees to 38. Additionally, the "Bringing People Back Home" initiative was extended to disabled employees to address challenges in hiring in certain areas. The company collaborated with the Social Innovation Foundation, allowing disabled employees to work at local Subdistrict Health Promoting Hospitals (SHPH) near their homes, reducing commuting costs and risks while ensuring they continue to contribute to society. In 2024, 10 disabled individuals were hired through this initiative, marking an increase from 8 individuals in 2023.

Empowering Women in the Workforce

Women constitute 80.45% of the total workforce across the company's network. The company promotes career advancement for women without gender-based restrictions. 70.09% of middle management positions, from managers to directors, are held by women. Additionally, five senior executives in the network are women, accounting for 18.18% of the top management team.

Human Rights and Labor Practices

Respect for Equality and Diversity

In 2024, the company employed 11 foreign nationals from Myanmar, Cambodia, China, and Japan, matching the number from 2023 but surpassing 7 foreign hires in 2022. The company actively supports gender equality, ensuring non-discriminatory hiring, promotions, and career development. Additionally, it participates in initiatives promoting diversity and inclusion, such as PRINC Hospital Sisaket joined the Bung Bung Pride 2024 Parade.

The company aims to maintain zero complaints related to discrimination, including unfair treatment based on religion, nationality, or gender identity. In 2024, the company successfully met this goal with no reported cases of discrimination or related conflicts.

Commitment to Human Rights

The company has established a Human Rights Policy aligned with international human rights standards, including:

- Universal Declaration of Human Rights (UDHR)
- International Labour Organization (ILO) Declaration on Fundamental Principles and Rights at Work
- United Nations Guiding Principles on Business and Human Rights (UNGPs)

Through a comprehensive Human Rights Due Diligence process, the company ensures compliance with these standards.

As a result, in 2024, Pitsanuvej Hospital was awarded the "Human Rights Awards 2024" in the large enterprise category, receiving the excellence award for the second consecutive year.

Building on this achievement, the company plans to expand best practices to other hospitals within the network by collaborating with UN Global Compact Network Thailand (UNGCNT) to develop training programs by 2025.

Occupational Health and Safety

In 2024, the company successfully achieved zero lost-time injuries (LTIFR = 0) for both internal employees and outsourced workers within its hospital network. Additionally, several hospitals received national recognition for workplace safety and employee welfare, including:

1. Outstanding Workplace for Labor Relations and Welfare 2024 (awarded by the Department of Labor Protection and Welfare):
 - PRINC Hospital Uthai Thani (3rd consecutive year)
 - Pitsanuvej Uttaradit Hospital (3rd consecutive year)
 - Pitsanuvej Hospital (14th consecutive year)
 - PRINC Hospital Paknampo 1 & 2 (6th consecutive year)
 - Pitsanuvej Phichit Hospital (4th consecutive year)
 - PRINC Hospital Suvarnabhumi
 - Virajsilp Hospital Chumphon
2. Model Workplace for Occupational Health and Safety 2024 (Department of Labor Protection and Welfare):
 - Pitsanuvej Uttaradit Hospital (2nd consecutive year)
 - Pitsanuvej Hospital (9th year, Diamond Level)
 - PRINC Hospital Suvarnabhumi (Provincial Award)
 - PRINC Hospital Ubon Ratchathani
3. Zero Accident Campaign 2024 (Occupational safety initiative):
 - Pitsanuvej Uttaradit Hospital (Silver Award)
 - Pitsanuvej Phichit Hospital (Bronze Award, 2nd consecutive year)
4. Certificates of Recognition for Public Toilet Standards (HAS) in the Hospital Category
 - Princ Hospital Paknampo 1 & 2
 - Princ Hospital Mukdahan
5. Princ Hospital Suvarnabhumi
 - Received the SAN Plus Standard Award — "Clean, Safe, and Standard" (Sanitation, Accountability, Network)
6. Pitsanuvej Phitsanulok Hospital
 - Received the Outstanding Occupational Health Management in Hospitals Award, granted by the Ministry of Public Health

Employee Development

The company set a target of 60 training hours per employee per year and exceeded it in 2024, achieving 85.56 hours per employee. The key course on the PRINC Academy Platform in 2024 was the Core Competency 2024 program, which focused on the company's mission, values, and core competencies. Employees who were unable to attend on-site training participated in the course via the online platform, with 1,034 employees enrolling and 825 successfully completing the assessment.

Key training programs in 2024:

1. Critical Care Nursing Program (Panyapiwat Institute of Management)

- 6 nurses trained in advanced health assessment and critical care nursing.
 - All trainees successfully passed the certification exam.
2. PRINC Next Dot Program (Advanced leadership program)
- A 2-month intensive training for high-potential employees, alongside external candidates, focusing on hospital management.
 - 11 participants, with 6 advancing in their careers.
3. Core Competency Training (On-site & Online)
- A total of 82% of employees participated.
 - Conducted across 14 hospitals and 2 corporate offices with 60 training sessions.
4. Nurse Networking Program
- 30 representatives studied Close Loop Medication processes to standardize nursing practices across 15 hospitals.
5. ESG DNA Training (Sustainability Education)
- 3,646 employees completed the SET ESG DNA E-Learning Program.
 - 3,151 employees (86.42%) completed both ESG 101 and P 01 courses.
- Additionally, Individual Development Plans (IDPs) were integrated into performance evaluations, with plans to extend IDP implementation to C-level executives in 2025.

Employee Benefits and Engagement

Healthcare Benefits

- Regular employee benefits include annual health check-ups based on age and risk factors, as well as medical treatment discounts for employees and their families.
- Hospital visits for employees who are ill or on maternity leave.
- Group health insurance for employees who are not affiliated with hospitals.
- Free flu vaccinations for employees and flu vaccines at cost price for their families. In 2024, 1,996 employees received free flu vaccinations. Additionally, Virajsilp Hospital Chumphon modified its employee medical discount benefit into a fixed medical treatment allowance.

Financial Benefits

- The company provides a Provident Fund to enhance employees' financial stability for companies in the network with suitable financial conditions. In 2024, 1,110 employees participated in the Provident Fund, accounting for 26.69% of the workforce. The Provident Fund was added as part of the employee benefits package at PRINC Hospital Paknambo and Virajsilp Hospital Chumphon.
- The company coordinated with various banks to provide employees with special loan rates as an additional financial management option.
- Educational scholarships from the Pongsak Viddayakorn Foundation were awarded to 520 employees' children, totaling 1,300,000 THB, to help ease financial burdens for families.
- Expanded financial access for employees across the network through a partnership with Noburo Platform Co., Ltd., a fintech startup that provides financial literacy and lending services. This initiative targets employees with non-bank debt or credit bureau issues who cannot access traditional financial services. In 2024, 230 employees joined the program, an increase from 153 in 2023, with a total loan amount of 4.3 million THB. The total amount of loans disbursed since the start of the project reached 7.2 million THB. Throughout the program, employees were able to repay approximately 1 million THB of informal debt, accounting for 14% of their total non-bank debt burden.

Employee Engagement Initiatives

- Townhall meetings are held at every hospital at least once per year to allow management to communicate company performance and direction to employees. These meetings also provide an opportunity for employees to ask questions or express concerns. Video recordings are provided for employees who are unable to attend due to leave or work commitments, ensuring 100% participation.
- Direct communication channels with hospital directors have been established to allow employees to raise concerns, report issues, or seek clarification on matters they may not have the opportunity to discuss during regular work hours.
- P-Point Reward Program: Employees who contribute to the organization beyond their standard duties earn points that can be redeemed for rewards, such as recycled plastic employee polo shirts and everyday essentials.
- Employee engagement surveys are conducted across the entire network using a standardized questionnaire and calculation method, adopting the Top 2 Box scoring system to enable clearer data analysis and comparison. This allows successful engagement strategies to be adapted across locations. In 2024, the employee engagement score was 49.86%, below

the target of 65%. The main area for improvement remains compensation and benefits. Efforts to address this in 2024 included enhancing benefits, increasing engagement activities, and offering additional training opportunities, such as sports events, Staff Cafe & Staff Clinic initiatives, educational programs, and skill development training.

- **Employee Recognition and Culture Promotion:** The company creates and distributes media highlighting acts of generosity and selflessness among employees. This not only recognizes their contributions but also strengthens corporate culture and reinforces organizational values. In 2024, the company designated "Sharing Employee Stories" as a key performance indicator (KPI) to encourage employees to embrace and uphold the company's values. Employees submitted 2,593 stories of generosity, up from 330 in 2023 and 260 in 2022. Additionally, a Recognition Corner was introduced to showcase customer appreciation messages for employees.

- **Inter-Hospital Sports Competitions:** These events foster relationships within and between hospitals in the network. For example, the 3rd PRINCIPAL HEALTHCARE Sports Tournament, held on April 24, 2024, featured teams from Pitsanuvej Phitsanulok Hospital, Pitsanuvej Phichit Hospital, Pitsanuvej Uttaradit Hospital, Ruamphat Phitsanulok Hospital, PRINC Hospital Paknampo, PRINC Hospital Uthai Thani, and PRINC Hospital Lamphun.

- **Staff Cafe & Staff Clinic:**

- Staff Cafe provides a relaxation space for employees, offering snacks and beverages to help them unwind during breaks.

- Staff Clinic is a safe space where employees can seek advice on work-related issues or personal concerns from HR personnel.

- **BBC Challenge – Healthy Weight Loss Program:** A health-focused weight management initiative encouraging employees to engage in regular exercise. In 2024, 30 employees participated, achieving significant weight loss and health improvements.

Information on employment

Employment

	2022	2023	2024
Total Employment (Person)	N/A	N/A	4,224
Percentage of employees to total employment (%)	N/A	N/A	98.46
Percentage of non-employee workers to total employment (%)	N/A	N/A	1.54
Total employees (persons)	2,964	3,922	4,159
Male employees (persons)	606	752	813
Percentage of male employees (%)	20.45	19.17	19.55
Female employees (persons)	2,358	3,170	3,346
Percentage of female employees (%)	79.55	80.83	80.45
Total of workers who are not employees (Person)	N/A	N/A	65
Male workers who are not employees (Person)	N/A	N/A	20
Percentage of male non-employee workers (%)	N/A	N/A	30.77
Female workers who are not employees (Person)	N/A	N/A	45
Percentage of female non-employee workers (%)	N/A	N/A	69.23

Number of employees categorized by age

	2022	2023	2024
Total number of employees under 30 years old (Persons)	1,093	1,645	1,679
Percentage of employees under 30 years old (%)	36.88	41.94	40.37
Total number of employees 30-50 years old (Persons)	1,680	2,009	2,196
Percentage of employees 30-50 years old (%)	56.68	51.22	52.80
Total number of employees over 50 years old (Persons)	191	268	284
Percentage of employees over 50 years old (%)	6.44	6.83	6.83

Number of male employees categorized by age

	2022	2023	2024
Total number of male employees under 30 years old (Persons)	195	251	270
Percentage of male employees under 30 years old (%)	32.18	33.38	33.21
Total number of male employees 30-50 years old (Persons)	366	435	472
Percentage of male employees 30-50 years old (%)	60.40	57.85	58.06
Total number of male employees over 50 years old (Persons)	45	66	71
Percentage of male employees over 50 years old (%)	7.43	8.78	8.73

Number of female employees categorized by age

	2022	2023	2024
Total number of female employees under 30 years old (Persons)	898	1,394	1,409
Percentage of female employees under 30 years old (%)	38.08	43.97	42.11
Total number of female employees 30-50 years old (Persons)	1,314	1,574	1,724
Percentage of female employees 30-50 years old (%)	55.73	49.65	51.52
Total number of female employees over 50 years old (Persons)	146	202	213
Percentage of female employees over 50 years old (%)	6.19	6.37	6.37

Number of employees categorized by position

	2022	2023	2024
Total number of employees in operational level (Persons)	2,795	3,700	3,903
Percentage of employees in operational level (%)	94.30	94.34	93.84
Total number of employees in management level (Persons)	153	201	234
Percentage of employees in management level (%)	5.16	5.12	5.63
Total number of employees in executive level (Persons)	16	21	22
Percentage of employees in executive level (%)	0.54	0.54	0.53

Number of male employees categorized by position

	2022	2023	2024
Total number of male employees in operational level (Persons)	542	676	726
Percentage of male employees in operational level (%)	89.44	89.89	89.30
Total number of male employees in management level (Persons)	51	58	70
Percentage of male employees in management level (%)	8.42	7.71	8.61
Total number of male employees in executive level (Persons)	13	18	17
Percentage of male employees in executive level (%)	2.15	2.39	2.09

Number of female employees categorized by position

	2022	2023	2024
Total number of female employees in operational level (Persons)	2,253	3,024	3,177
Percentage of female employees in operational level (%)	95.55	95.39	94.95
Total number of female employees in management level (Persons)	102	143	164
Percentage of female employees in management level (%)	4.33	4.51	4.90
Total number of female employees in executive level (Persons)	3	3	5
Percentage of female employees in executive level (%)	0.13	0.09	0.15

Significant changes in the number of employees

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

Number of male employees categorized by region

	2022	2023	2024
Bangkok Metropolitan (Person)	N/A	N/A	271
Northern (Person)	N/A	N/A	264
Central (Person)	N/A	N/A	121
Northeastern (Person)	N/A	N/A	117
Southern (Person)	N/A	N/A	41
Eastern (Person)	N/A	N/A	0

Number of female employees categorized by region

	2022	2023	2024
Bangkok Metropolitan (Person)	N/A	N/A	736
Northern (Person)	N/A	N/A	1,312
Central (Person)	N/A	N/A	590
Northeastern (Person)	N/A	N/A	439
Southern (Person)	N/A	N/A	270
Eastern (Person)	N/A	N/A	0

Employment of workers with disabilities

	2022	2023	2024
Total employment of workers with disabilities (persons)	18	28	38
Percentage of disabled workers to total employment (%)	N/A	N/A	0.90
Total number of employees with disabilities (Persons)	18	20	22
Percentage of disabled employees to total employees (%)	0.61	0.51	0.53
Total number of workers who are not employees with disabilities (persons)	N/A	8	16
Percentage of disabled non-employee workers to total non-employee workers (%)	N/A	N/A	24.62

	2022	2023	2024
Contributions to empowerment for persons with disabilities fund	-	-	Yes

Information on compensation of employees

Employee remuneration by gender

	2022	2023	2024
Total employee remuneration (baht)	1,645,500,000.00	1,542,104,651.39	1,781,185,080.18
Total male employee remuneration (baht)	336,504,750.00	387,625,056.55	459,063,577.20
Percentage of remuneration in male employees (%)	20.45	25.14	25.77
Total female employee remuneration (baht)	1,308,995,250.00	1,154,479,594.84	1,322,121,502.98
Percentage of remuneration in female employees (%)	79.55	74.86	74.23
Average remuneration of employees (Baht / Person)	555,161.94	393,193.43	428,272.44
Average remuneration of male employees (Baht / Person)	555,288.37	515,458.85	564,653.85
Average remuneration of female employees (Baht / Person)	555,129.45	364,189.15	395,134.94
Ratio of average remuneration of female employees to male employees	1.00	0.71	0.70

Provident fund management policy

Provident fund management policy : Have

The Company has set up a provident fund for its employees and executives since January 2014, in which the Company's contribution rate is 3% of the salary.

Provident fund for employees (PVD)

	2022	2023	2024
Number of employees joining in PVD (persons)	602	995	1,110
Proportion of employees who are PVD members (%)	20.31	25.37	26.69

Information on employee development

Employee training and development

	2022	2023	2024
Employee development plans as part of annual performance reviews	No	Yes	Yes
Average employee training hours (Hours / Person / Year)	66.00	64.20	86.56

	2022	2023	2024
Total amount spent on employee training and development (Baht)	9,514,548.21	13,386,159.01	10,940,073.00
Percentage of training and development expenses to total expenses (%) ^(*)	0.001524	0.002162	0.001820
Percentage of training and development expenses to total revenue (%) ^(*)	0.001398	0.002332	0.001890

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

Information on safety, occupational health, and work environment

Number of working hours

	2022	2023	2024
Total number of hours work (Hours)	N/A	10,546,671.19	11,713,711.01
Total number of hours worked by employees (Hours)	6,317,232.00	9,809,385.24	11,187,573.40
Total number of hours work by non-employee (Hours)	N/A	737,285.95	526,137.61

Statistic of accident and injuries of employees from work

	2022	2023	2024
Total number of lost time injury incidents by employees (Cases)	4	12	0
Total number of employees that lost time injuries for 1 day or more (Persons)	4	12	0
Percentage of employees that lost time injuries for 1 day or more (%)	0.13	0.31	0.00
Total number of employees that fatalities as a result of work-related injury (Persons)	0	0	0
Percentage of employees that fatalities as a result of work-related injury (%)	0.00	0.00	0.00
Lost time injury frequency rate (LTIFR) (Persons / 1 million-manhours) ^(*)	0.00	0.00	0.00
Lost time injury frequency rate (LTIFR) (Persons / 200,000 manhours) ^(**)	0.00	0.00	0.00

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

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

Information on promoting employee relations and participation

Employee engagement

	2022	2023	2024
Total number of employee turnover leaving the company voluntarily (persons)	467	579	678
Total number of male employee turnover leaving the company voluntarily (persons)	77	100	111
Total number of female employee turnover leaving the company voluntarily (persons)	390	479	567
Proportion of voluntary resignations (%)	15.76	14.76	16.30
Percentage of male employee turnover leaving the Company voluntarily (%)	2.60	2.55	2.67
Percentage of female employee turnover leaving the Company voluntarily (%)	13.16	12.21	13.63
	2022	2023	2024
Evaluation result of employee engagement	Yes	Yes	Yes

Employee internal groups

Employee internal groups : Yes
Types of employee internal groups : Welfare Committee

Responsibility to customers/ consumers

Information on responsibility to customers/consumers policy

Consumer data privacy and protection policy and guidelines

Consumer data privacy and protection policy and guidelines	:	Yes
Consumer data privacy and protection guidelines	:	Collection of personal data, Use or disclosure of data, Rights of data owners, Retention and storage duration of personal data, Company's measures for third parties' use of customer data, Security measures of personal data
Reference link to consumer data privacy and protection policy and guidelines	:	https://www.principalcapital.co.th/en/data-privacy

Responsible sales and marketing policy and guidelines

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

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

Policy and guidelines on communicating the impact of products and services to customers / consumers	:	Yes
Policy and guidelines on communicating the impact of products and services to customers / consumers	:	Prohibition of exaggerated, inaccurate, or misleading marketing claims, Appropriate marketing communications through digital channels

Information on customer management plan

Customer management plan

Company's customer management plan	:	Yes
Customer management plan implemented by the company in the past year	:	Responsible production and services for customers, Development of customer satisfaction and customer relationship, Consumer data privacy and protection

Responsible Production and Service for Customers

Hospital Standards

As the hospital business is directly related to the health and lives of patients, maintaining high standards and quality of medical care is the company's top priority. This issue is recognized as a key sustainability concern at the highest level. To ensure confidence among patients and relevant authorities, all hospitals continuously undergo the necessary certifications and accreditations every year.

Assessment of Medical Equipment Readiness

To ensure that all medical equipment and tools are in optimal condition and provide accurate diagnostic and treatment capabilities, the company has implemented a Preventive Maintenance and Calibration Policy. These activities are conducted annually based on manufacturer standards and ECRI (Emergency Care Research Institute) guidelines. The policy applies to all equipment categories (Hospital-Owned, Leased, Outsourced) and all risk levels (High Risk, Medium Risk, Low Risk).

Innovation Management

Technology plays a critical role in enhancing healthcare service quality. The company is committed to medical excellence, leveraging advanced technologies to transform and improve healthcare systems. This approach allows for more

effective patient care while ensuring data security and structured management.

Enhancing Patient Satisfaction and Customer Relationships

Patient Satisfaction Assessment

Beyond maintaining high medical standards, the company prioritizes service excellence and patient satisfaction. Therefore, all hospitals within the network consider patient satisfaction as a key performance indicator (KPI). Satisfaction targets vary by hospital, depending on their tier and operational context.

Customer Data Protection

Cybersecurity and Personal Data Protection

Safeguarding personal data in the hospital business is of utmost importance, as hospitals handle sensitive personal and medical information, including medical histories, health records, and patient treatment data. If such data were to be leaked or compromised due to cyber threats, it could be misused in various ways, such as:

- Identity fraud to claim medical benefits.
- Unauthorized data sales to third parties.
- Use of stolen data for criminal activities.

Since medical data holds high value on the dark web, hospitals are often prime targets for cyberattacks. The company, therefore, implements robust cybersecurity measures to mitigate these risks and protect patient information.

Reference link for company's customer management plan : <https://drive.google.com/file/d/1Y5tWFsEdwKLiTr3wPdJOUwkqqqZoXsyn/view>

Page number of the reference link : 162, 170

Information on setting customer management goals

Setting customer management goals

Does the company set customer management goals : Yes

Details of setting customer management goals

Target(s)	Indicator(s)	Base year(s)	Target year(s)
• Responsible production and services for customers	-	-	2024: -
• Responsible production and services for customers	-	-	2024: -
• Responsible production and services for customers	-	-	2024: -
• Responsible production and services for customers	-	-	2024: -
• Responsible production and services for customers	-	-	2024: -
• Development of customer satisfaction and customer relationship	-	-	2024: -
• Protection of customer personal information	-	-	2024: -
• Protection of customer personal information	-	2023: -	2024: -
• Protection of customer personal information	-	-	2024: -
• Protection of customer personal information	-	2023: -	2024: -
• Protection of customer personal information	-	2023: -	2024: -
• Protection of customer personal information	-	2023: -	2024: -

Information on performance and results of customer management

Performance and outcomes of customer management

Performance and outcomes of customer management : Yes

Responsible Production and Service for Customers

Hospital Standards

In 2024, hospitals within the network received reaccreditation and new accreditation as follows:

1. Joint Commission International (JCI) Accreditation

- Pitsanuvej Hospital
- PRINC Hospital Suvarnabhumi

2. Hospital Accreditation (HA) - Level 3

- PRINC Hospital Paknam 1
- PRINC Hospital Paknam 2
- Virajsilp Hospital Chumphon
- Pitsanuvej Phichit Hospital
- PRINC Hospital Sisaket

3. Hospital Accreditation (HA) - Level 2

- Pitsanuvej Uttaradit Hospital
- PRINC Hospital Uthai Thani
- PRINC Hospital Lamphun

- Sirivej Hospital Lamphun
- PRINC Hospital Ubon Ratchathani
- PRINC Hospital Suvarnabhumi
- PRINC Hospital Sakon Nakhon
- Ruampat Phitsanulok Hospital

4. Laboratory Accreditation (LA) from the Medical Technology Council

- PRINC Hospital Paknam 1
- PRINC Hospital Paknam 2
- PRINC Hospital Uthai Thani

5. Pharmaceutical System Accreditation by the Hospital Pharmacy Professional Organization

- PRINC Hospital Paknam 1
- PRINC Hospital Paknam 2
- Pitsanuvej Phichit Hospital
- Virajsilp Hospital Chumphon
- PRINC Hospital Sisaket

Additionally, hospitals within the network have received various awards recognizing their service quality and standards from different organizations:

PRINC Hospital Suvarnabhumi

- Certificate of Recognition from Suvarnabhumi Airport on May 30, 2024, for assistance during Singapore Airlines

Flight SQ 321 turbulence incident

- HIMSS Analysis EMRAM Stage 7 recognition in Korea on October 2, 2024 (valid 3 years)
- Certified as a Maritime Medical Examiner (Form Kor.5) on November 18, 2024 (valid 3 years)

Pitsanuvej Hospital

- Certified for Business Governance Standard (valid through July 31, 2027)
- Certified as a Level 3 Trauma and Emergency Care Center by the Royal College of Surgeons of Thailand on July

20, 2024

- Customer Experience Award – Bangkok Life Hospital Awards 2024 on October 11, 2024
- E-Claim Award 2023 (Claim reporting within 48 hours, >95%) from Road Accident Victims Protection Co., Ltd., on

February 4, 2025

- AIA Hospital Award 2024 on February 6, 2025

PRINC Hospital Paknam 1 and 2

- Selected as "Model Hospitals for Infection Prevention and Control" in 2024 (Excellent level) by Disease

Prevention Office 3, Nakhon Sawan

PRINC Hospital Lamphun

- Received a certificate of appreciation from HRH Princess Maha Chakri Sirindhorn for blood donation support

Sirivej Lamphun Hospital

• Received Primary Care Service Quality Standard Award 2024 from Lamphun Provincial Public Health Office (August 28, 2024)

PRINC Hospital Ubon Ratchathani

- First runner-up, Emergency Medical Team (Basic Level) – EMS Rally 2024 in Ubon Ratchathani

Pitsanuvej Uttaradit Hospital

• Certified as an external blood collection and transportation center under the Department of Thai Traditional and Alternative Medicine

PRINC Hospital Sisaket

- Certified MOPH X-Ray Standard by the Department of Medical Sciences
- Certified Hospital Pharmacy Professional Standards by the Hospital Pharmacy Association of Thailand
- Certified as a Wellness Center by the Department of Thai Traditional and Alternative Medicine

Virajsilp Hospital Chumphon

- ISO 9001:2015 certification renewal from United Registrar of Systems (Thailand) Ltd., valid until March 31, 2026

In 2024, the company strengthened the hospital network's quality management and risk management capabilities by recruiting experts to the central management team. The company also launched quality network meetings to establish common standards and knowledge-sharing among hospitals. Additionally, medical secretaries across the network are being engaged in supporting quality improvement efforts.

Evaluation of Medical Equipment Readiness

The hospital network has 12,063 medical devices, categorized into two groups:

1. Critical Equipment for Patient Life Support

- Must undergo Preventive Maintenance (PM) and Calibration annually.
- Performance result: 99% compliance with the plan (excluding equipment under repair, transferred within the network, or in transit).

2. General Medical Equipment

- Annual Preventive Maintenance (PM) conducted.
- Performance result: 92.91% compliance with the plan (excluding equipment under repair, transferred within the network, or in transit).

A system enhancement plan is in place to track asset locations and ensure preventive maintenance across all facilities.

In 2024, the company launched its own Medical Equipment Calibration Center with the following objectives:

1. To ensure all medical equipment in the network operates accurately, adheres to standards, and ensures patient safety
2. To align medical equipment management with national and international hospital quality standards
3. To enhance knowledge and skills in preventive maintenance and calibration among Biomedical Engineers (BME) in the network
4. To reduce overall maintenance and calibration costs for all hospitals in the network
5. To generate revenue by offering calibration and maintenance services to both internal and external clients
6. To ensure that newly procured equipment is tested, calibrated, and certified to meet operational standards before use across the hospital network

Innovation Management

One of the key technologies the company has implemented is the Electronic Health Records (EHR) system. This allows doctors and medical personnel to quickly access patient health information, reducing errors in treatment and increasing diagnostic accuracy. Additionally, it helps minimize paper-based documentation, enhancing the efficiency of data management.

The company has also integrated the Internet of Things (IoT) to connect medical devices with real-time health data systems. This enables continuous monitoring of patient conditions, improves diagnostic precision, and allows doctors to make timely treatment decisions. Moreover, it helps reduce the workload of medical personnel and enhances patient satisfaction.

However, with the rapid advancement of technology, existing systems and software may become outdated. Recognizing this challenge, the company has invested in Artificial Intelligence (AI) to improve health data analysis and support medical diagnosis. The company also collaborates with leading AI and healthcare service providers to integrate cutting-edge technology into its systems. Additionally, the in-house software development team continuously monitors and upgrades the system to ensure responsiveness to technological changes, thereby enhancing healthcare service efficiency.

The company has restructured its organization by adopting the Agile Organization model to increase flexibility and better respond to customer needs. Key initiatives include:

- **Cross-functional Teams:** Establishing teams that integrate professionals from various fields, such as software developers, business specialists, data analysts, and system administrators, to work collaboratively as Product Teams.
- **DevOps Implementation:** Connecting development (Development) and operations (Operations) teams to accelerate software deployment and improve quality.
- **Decentralized Decision Making:** Allowing teams to make decisions within their respective product domains, reducing bottlenecks and increasing workflow efficiency.
- **Rapid Feedback Loop:** Continuously gathering customer feedback to enhance products and services in every development cycle.

The company believes that continuous investment in advanced technology and system development is key to the future of healthcare services. With a strong commitment to innovation and effective care, the company aims to lead the development of healthcare solutions that cater to the needs of patients and medical professionals in the digital age.

HIMSS Analytics EMRAM Stage 7

The company has continued to enhance its hospital IT systems, leading PRINC Hospital Suvarnabhumi to achieve HIMSS Analytics EMRAM Stage 7, the highest level of hospital IT accreditation. This certification is awarded by HIMSS (Healthcare Information and Management Systems Society), a globally recognized organization that sets hospital IT standards.

HIMSS Analytics EMRAM Stage 7 ensures that hospitals utilize advanced IT systems for efficient data management. Patient information is critically important and must be securely managed to support real-time decision-making by medical professionals. By leveraging IT-driven processes, hospitals can enhance diagnostic accuracy, streamline patient care, and optimize operational efficiency, ultimately delivering the highest level of healthcare quality and safety.

Innovation in Quality Work

The company prioritizes Continuous Quality Improvement (CQI) as a core mechanism to drive organizational

innovation, especially in work processes, medical services, and healthcare system management. All staff members are encouraged to participate in observing, analyzing, improving, and experimenting with new solutions to address real-world challenges at work.

In 2024, the company initiated 524 CQI projects. One notable project was: “Teaching Safe Disposal of Insulin Syringes” by PRINC Hospital Lamphun, which won 1st place in the category of Service Innovation at the Health Region 1 level from the Department of Health.

In addition, the company organized the internal CQI Award competition to create a platform for staff at all levels to present their innovative ideas and quality improvement results creatively. Among these, 32 CQI projects received awards, including:

- Best Innovation Award for “Centrix’s Report Improvement”
- Best Process Improvement Award for “Real-Time Communication for VAP & HAP Awareness”

Customer Satisfaction Development and Relationship Enhancement

Customer Satisfaction Assessment

In 2024, overall satisfaction scores across the hospital network exceeded their respective targets in all hospitals except for PRINC Hospital Suvarnabhumi and PRINC Hospital Paknampo, the latter of which changed its scoring method from the Top 2 Box method in 2023 to the Top Box method in 2024.

Over the past three years, Pitsanuvej Hospital, Pitsanuvej Phichit Hospital, and PRINC Hospital Uthai Thani have consistently improved their customer satisfaction scores, exceeding their set targets each year.

For PRINC Hospital Mukdahan, no customer satisfaction data is available yet, as it commenced operations in December 2024.

Key Initiatives to Improve Customer Satisfaction in 2024

To enhance service quality and customer satisfaction, the following initiatives were implemented:

- Implementing a queue system at the cashier and pharmacy waiting area
- Staff training on monitoring and managing wait time data
- Upgrading VIP patient rooms with amenities like automatic coffee machines and massage chairs
- Conducting service behavior training and refreshers
- Benchmarking visits to leading hotels and hospitals to apply best practices
- Establishing Customer Experience Teams in selected hospitals

Customer Data Protection

Cybersecurity and Personal Data Protection

The company prioritizes personal data protection and cybersecurity, ensuring hospital operations comply with data security management standards and relevant legal frameworks, including:

1. Personal Data Protection Act (PDPA)

- This law governs the collection, usage, and disclosure of personal data securely.
- As hospitals store a large volume of patient data, they must comply with strict data protection standards to prevent data breaches and unauthorized access.
- The law also establishes rights for data subjects, data controllers, and data processors, requiring data controllers to implement appropriate safeguards to prevent data leaks

2. Cybersecurity Act

This law addresses cyber threats in the digital era, ensuring businesses, including hospitals, implement robust cybersecurity measures, such as:

- Access control systems to prevent unauthorized data access.
- Antivirus software installation to detect and prevent cyber threats.
- Data backup protocols to protect critical information.
- Emergency response plans to mitigate cyberattacks.

3. Cloud Technology Infrastructure

The company has implemented cloud-based technology, accounting for 43.13% of its infrastructure, and adheres to international cybersecurity standards, including:

- CSA-STAR (Cloud Security Alliance) – Cloud security certification.
- ISO 22301 – Business continuity management system.
- ISO 27799 – Healthcare information security management.

- ISO 27017 – Cloud security controls.
- ISO 27018 – Personal data protection in the cloud.
- ISO 27001 – Information security management system (ISMS).
- ISO/IEC 29151:2017 – Data protection guidelines.
- ISO/IEC 27701:2019 – Privacy information management system (PIMS).

By implementing these standards, the company ensures effective cybersecurity risk management, data security, and compliance with privacy regulations.

Key Cybersecurity Measures

Access Control Management

- Restricts data access to authorized personnel only, minimizing data misuse risks.
- Helps prevent insider threats where employees unnecessarily access sensitive data.

Cybersecurity Awareness Training

- All employees receive mandatory training on cyber threats and data protection to prevent security breaches.
- Training covers common risks such as human errors, phishing scams, and unauthorized data sharing.

Antivirus Protection

- The company uses advanced antivirus software to detect and eliminate cyber threats like malware, spyware, trojans, and ransomware.
- Helps protect critical hospital data from cybercriminals.

Personal Data Handling and Compliance

Consent Form Implementation

- All affiliated hospitals require patients to sign Consent Forms before data collection and processing.
- Employment contracts also include data protection clauses to ensure compliance.

Mandatory Cybersecurity Training for Employees

- The company has developed an online cybersecurity and data protection training program.
- This training is mandatory for all employees, including new hires during their orientation program.

By enforcing these cybersecurity policies and continuously improving data protection measures, the company ensures patient confidentiality, data security, and compliance with global standards.

Customer satisfaction

	2022	2023	2024
Evaluation results of customer satisfaction	Yes	Yes	Yes

Channels for receiving complaints from customers/consumers⁽⁸⁾

Company's channels for receiving complaints from : Yes
customers/consumers

Telephone : 02 0092015

Fax : -

Email : secretarywhistle@principalcapital.co.th

Company's website : <https://www.principalcapital.co.th/contact-us>

Address : 29 Bangkok Business Center Building 23rd Flr,
Sukhumvit 63, Klongton Nua, Wattana

Remark: ⁽⁸⁾ Details on how to file complaints regarding hospital services can be found on the official website of each respective hospital.

Responsibility to community/ society

Information on community development and engagement policies

Community development and engagement policies

Community development and engagement policies : Yes

Reference link for community development and engagement policies : <https://drive.google.com/file/d/1Y5tWFsEdwKLiTr3wPdJOUwkqqqZoXsyn/view>

Page number of the reference link : 143

Information on community and social management plan

Community and social management plan

Company's community and social management plan : Yes

Community and social management plan implemented by the company over the past year : Employment and professional skill development, Education, Religion and culture, Occupational health, safety, health, and quality of life, Disadvantaged and vulnerable groups, Reducing inequality

Community Engagement

The company places great importance on being an integral part of the community and growing together. Therefore, it has instilled the concept of considering the community as part of its corporate mission, continuously educating employees on ways to engage with the community and the impact of business operations on local populations. Various activities related to the following aspects have been implemented:

1. Community safety and well-being
2. Community education
3. Projects that create positive social impact, such as income distribution to local communities, supporting underprivileged individuals, creating opportunities, and collaborating with the government sector.

Accessibility to Quality Healthcare

The company's objective is to expand access to healthcare and medical services to secondary cities and areas with unmet medical needs. In response to this goal, the company has undertaken the following initiatives:

1. Hospital business operations
2. "Klai Baan Klai Jai" medical clinics
3. PNKG Recovery Center services
4. Addressing the increasing trend of cancer patients
5. Telespecialist services
6. Elderly care services

Reference link for company's community and social management plan : <https://drive.google.com/file/d/1Y5tWFsEdwKLiTr3wPdJOUwkqqqZoXsyn/view>

Page number of the reference link : 143

Information on setting of community and social management goals

Setting of community and social management goals

Does the company set community and social management goals : Yes

Details of community and social management goal setting

Target	Indicators	Base year	Target year
• Others : -	-	-	2024: -
• Others : -	-	2023: -	2024: -
• Others : -	-	-	2024: -
• Others : -	-	-	2024: -

Information on outcomes and results of community and social management

Performance and outcomes of community and social management

Performance and outcomes of community and social management : Yes

Community Engagement

Community Safety and Well-being

1. Blood Donation Units in All Hospitals to Support the Thai Red Cross Society

In 2024, the hospital network successfully collected and donated 1,574 units of blood, potentially saving over 4,700 lives.

2. Health and Mental Well-being Support for Vulnerable Groups

- Target Group: Elderly Population

The hospital network provided health screenings, educational sessions, and interactive activities for senior citizen communities and elderly schools across various provinces. In 2024, more than 2,530 elderly individuals received care and support.

3. Mobile Health Check-up Units

- Target Group: Vulnerable Populations in Provinces with Hospital Presence

The network participated in the Mobile Provincial Medical Unit Project (Por.Sor.), offering health screenings and educational programs for underprivileged communities. In 2024, services were provided to approximately 1,030 individuals, including: 800 children 200 people with disabilities 30 ethnic minority individuals.

Additional community health check-ups were conducted at:

- Ban Kantum School (Kururatsamakkee), Kantharalak District, Sisaket Province
- Ban Kota School, Moo 3, Nong Ueng Subdistrict, Rasi Salai District, Sisaket Province
- Ban Huawua Nong Nari Tatduat School, Bu Sueng Subdistrict, Wang Hin District, Sisaket Province
- Talukdu Wittayakom School, Moo 7, Thap Than District, Uthai Thani Province
- Basic health screening services for individuals with disabilities and their caregivers at the

International Day of Persons with Disabilities event in Nakhon Sawan Province

4. Specialized Health Screening Services

Screenings for cataracts, liver diseases, musculoskeletal disorders, and diabetes across all provinces with hospital branches.

5. Road Safety and Accident Prevention Initiatives

- Supporting provincial road safety campaigns and accident prevention measures during high-risk periods such as the New Year and Songkran festivals.
- Providing road signs for alternative traffic routes to ease congestion.

6. Emergency Medical Support for Sporting Events

- Target Group: Health-conscious individuals

Hospital teams provided on-site health services and ambulance support at various sports events, including:

- "Run for Sree Wanaprai" Charity Walk-Run, Ubon Ratchathani Province
- Sa-on RUN 2024 at Phaya Sri Sattanakharat Courtyard
- 10th Annual "Run, Walk, Cycle to Prevent Stroke" Event, Phichit Province
- Friendship Bike 2024 (Two-Nation Friendship Cycling Event), Sisaket Province
- Trail Running Event in Laplae, Uttaradit Province

7. Volunteer and Disaster Relief Activities

- Flood relief operations in Chumphon Province, led by Virajsilp Hospital.

- Mangrove reforestation project at Bang Pu Nature Education Center, organized by PRINC Hospital Suvarnabhumi.
- "Power of PRINC Pak Nam Pho - Uthai United for Forest Conservation" initiative, including tree planting and a charity meal program.

8. Career Development and Medical Education Promotion

The hospital network actively supports and guides students interested in medical professions through various initiatives, such as:

- Medical and nursing training sessions for students at Sisaket Wittayalai School, hosted by PRINC Hospital Sisaket.
- Career guidance in the medical field for students at Satit Rajabhat Sisaket University Demonstration School.
- "Open House – Your Pathway to a Dream Medical Career" hosted by PRINC Hospital Uthai Thani.

9. Donations of medical equipment, such as patient beds, to bedridden patients.

Community Learning

1. First Aid and Basic Life Support (BLS) Training

- Target Group: Schools and community organizations in hospital service areas.
- Positive Impact:

8,300 children, youth, and community members received first aid and BLS training.

Equipped with life-saving skills, they can respond effectively to emergencies, increasing survival chances for those in need.

2. Prenatal and Newborn Care Training

- Target Group: Expecting mothers and caregivers.
- Positive Impact:

1,213 new mothers participated in Mother Class or Healthy Mom programs.

These sessions helped pregnant women adopt healthier practices, reducing pregnancy risks and ensuring safe childbirth for both mother and baby.

3. Educational Workshops and External Training Programs

- Organized a hands-on workshop on Gait Rehabilitation in collaboration with Mae Fah Luang University and Metta Medtech Co., Ltd.

- Hosted hospital IT system study visits to showcase healthcare technology management.

4. Projects with Positive Social Impact

"One PRINC One Product" (OPOP) Initiative – Year 2

- Target Group: Local farmers and community product producers.
- Positive Impact:

Generated 59,000 THB in income for communities.

Increased awareness and sales of local products through storytelling and branding.

The company's presence in secondary provinces has provided opportunities to engage with local communities and recognize the high-quality local products that have potential for further development and value addition. However, many of these communities lack communication channels, and general consumers may not be aware of or confident in the quality of these products. To address this, the company launched the One PRINC One Product (OPOP) Initiative for a second consecutive year. This program selects high-quality community products and integrates them into New Year gift sets, get-well-soon packages, and premium VIP patient room amenities. For 2024, the featured OPOP product is the "Cheun Cha Set", a curated selection of premium teas from 12 provinces where the hospital network operates. Each set highlights the community's heritage, cultural identity, and unique tea properties, along with contact information for local producers to facilitate direct support. The entire packaging and assembly process is carried out by elderly workers in Samut Prakan Province, further promoting senior employment opportunities.

In 2025, the company plans to expand the project further by enhancing market access channels and exploring new approaches to create a more sustainable positive impact for local communities.

PRINC x Punkun

- Target Group: Underprivileged children under the Yuvabadhana Foundation
- Positive Impact: In 2024, the project raised 251,620 THB, converting into 35 scholarships, surpassing the 191,470 THB raised in 2023, which funded 25 scholarships.

The company first launched donation points for clothes, household items, and other goods at PRINC Hospital Suvarnabhumi in 2022. In 2023, the initiative expanded to the Bangkok Business Center in Ekkamai, Bangkok, where the company's headquarters is located. Both customers and employees participated by donating blankets, pillows, stuffed animals, books, educational materials, furniture, electrical appliances, toys, accessories, and other second-hand items in good condition. These donations were passed on to the Pankun Project, a social enterprise that sells pre-owned items

to generate funding for educational support. The proceeds go to the Yuvabadhana Foundation, which provides scholarships to thousands of underprivileged children.

Community Market Initiative

- Target Group: Local vendors and small business owners
- Positive Impact: Generates at least 500,000 THB in annual income for the community

PRINC hospitals provide opportunities for local communities to set up stalls and sell their products, helping to increase their income. This initiative has been implemented in several hospitals, including: PRINC Hospital Suvarnabhumi, Pitsanuvej Hospital, PRINC Hospital Uthai Thani.

Project Expansion: "Curate, Create, Connect" – Chumphon Province Development of the Postpartum Herbal Therapy Set

- Target Group: Local entrepreneurs in Chumphon Province
- Positive Impact: Building on the success of 2023, Virajsilp Hospital Chumphon, in collaboration with the

SATARANA team, continued the "Curate, Create, Connect" initiative in Chumphon. This project provided a platform for youth, entrepreneurs, and local stakeholders to discuss sustainability issues and explore innovative ideas for regional development. In 2024, the project expanded to develop the Postpartum Herbal Therapy Set, which includes a collection of herbs and steam therapy products for postpartum care. The initiative was carried out in partnership with Thasae Hospital, a community hospital in Chumphon Province, which supplied herbal ingredients from its medical center. The Postpartum Herbal Therapy Set is planned for full-scale implementation in 2025, benefiting new mothers receiving care at the hospital.

PRINC Pun Suk Project

- Target Group: Vulnerable groups in remote areas
- Positive Impact: Spreading kindness to society and reducing textile waste by promoting reuse

In 2024, the company launched the "PRINC Pun Suk" project, inviting employees, service recipients, and the general public to donate gently used clothing, winter wear, and essential consumer goods to be distributed to vulnerable communities in remote areas, including:

- Boontham-Boonpring Border Patrol Police School, Bo Bia Subdistrict, Ban Khok District, Uttaradit Province
- Dakcheung Town, Sekong Province, Lao People's Democratic Republic
- Baan Ueaporn Foundation, Lamae District, Chumphon Province
- Tham Junto Patipataram Temple, Mae Sot District, Tak Province
- Baan Tam Nam Sai Children's Home, Nakorn Jedi Subdistrict, Pa Sang District, Lamphun Province
- Office of Social Development and Human Security, Phichit Province
- Office of Social Development and Human Security, Sisaket Province

Monsoon Project

- Target Group: Clean energy workforce in Laos and ethnic groups in wind farm installation areas

In 2023, PRINC Hospital Ubon Ratchathani partnered with Monsoon Wind Power Co., Ltd. to improve healthcare and quality of life for communities in Laos under the Monsoon Wind Farm project. Located in Dakcheung, Sekong Province, Laos, this 600-megawatt wind power plant generates 500-kilowatt high-energy electricity across approximately 400,000 rai of land. It is the first wind farm in Laos and Southeast Asia's largest cross-border wind power project, supplying clean and affordable energy while fostering sustainable community development in all dimensions. The project directly impacts around 600 families and over 2,000 employees in the surrounding area.

Activities in 2024 by PRINC Hospital Ubon Ratchathani

- Provided basic health checkups for locals at the Annual Traditional Raft Festival in Dakcheung, along with gifts and treats for children and attendees. 120 people received health checkups.
- Conducted health screenings for villagers in Ban Dak Nong, Laos, with approximately 200 participants.
- Organized health checkups and a food & product booth at the 1st Dakcheung New Rice Festival in Sekong Province, Laos.
- Launched the "PRINC Pun Suk" campaign, collecting and donating gently used clothes, winter garments, sports equipment, and consumer goods from staff and service recipients for Dakcheung communities.

Additional Positive Impacts of the Project

- Expanding medical and public health services in the project area through telemedicine and IT systems, with on-site paramedics and ambulances to provide emergency response and life-saving support in accident cases.
- Vocational skill-building for local residents and project workers (over 2,000 employees) through technical repair workshops on engine/electrical maintenance and plans to introduce first aid and emergency response training by PRINC Hospital Ubon Ratchathani's engineering and paramedic experts.
- Donation drives to provide household necessities, food, clothing, and essential medicines for underprivileged communities in the project area.

Initiating a community livelihood project to support local businesses, promote eco-tourism, and stimulate

economic circulation in Dakcheung, Sekong Province, Laos.

BOI CSR

PRINC has participated in the Community and Social Development Investment Promotion Project by the Board of Investment (BOI), a program supporting sustainable development through investments that benefit communities. This initiative focuses on key areas such as education, public health, environment, and local economy, including agriculture, water systems, OTOP community products, and community tourism.

Under this project, hospitals can claim tax deductions of up to 200% on eligible expenses while expanding their contributions to initiatives that generate positive social and environmental impacts—aligning with the company’s commitment to sustainable development and shared value creation with communities.

BOI CSR Initiatives in 2024:

- Pitsanuej Hospital: Allocated 5,374,830 THB to Naresuan University’s Faculty of Nursing to procure nursing simulation mannequins for education and hands-on professional training. This initiative enhances teaching efficiency and workforce readiness, ensuring that qualified healthcare professionals can serve the public effectively.
- Virajsilp Hospital Chumphon: Allocated 5,450,000 THB to Thasae Hospital, Chumphon to expand its medical services for communities in Pathio and Map Ammarit districts, Chumphon, and Bang Saphan Noi, Prachuap Khiri Khan—serving 59,744 residents. The funding supports the addition of five ICU beds and essential medical equipment, including ventilators, vital signs monitors, AUTO CPR machines, and EKG machines.
- PRINC Hospital Paknampo 1 & PRINC Hospital Paknampo 2: Allocated 5,500,000 THB to Lad Yao Hospital, Nakhon Sawan, for emergency room renovation and procurement of medical equipment to improve healthcare service capacity for the local population.

Total investment across three hospitals: 16,324,830 THB

PRINC’s participation in this program reflects its dedication to community development and enhancing the quality of life through healthcare and education. By supporting these initiatives, the company generates long-term positive social impact while also creating economic benefits for the organization.

Cultural, Traditional, and Religious Promotion Initiatives

PRINC hospitals actively engage in local cultural and traditional events across different provinces where they operate. Key participation includes:

- Christmas Star Procession Festival – Sakon Nakhon
- Paknampho Chinese New Year Festival – Nakhon Sawan
- Khon Ching Thong Ceremony – Chumphon
- Lotus Throwing Festival (Rap Bua Festival) at Luang Phor To – Samut Prakan
- Tak Bat Thewo Almsgiving Ceremony – Uthai Thani

PRINC recognizes the importance of religion in fostering moral and ethical values, aligning with the organization’s mission. The company regularly supports Buddhist practices and religious preservation efforts, including participation in major religious ceremonies such as:

- Offering Buddhist Lent candles
- Organizing Kathin robe donation ceremonies
- Providing health check-up services for monks

Over the past five years, PRINC has had no major disputes with local communities. If any hospital activity may impact nearby communities, the company proactively communicates with stakeholders, assesses potential impacts, and collaborates on mitigation and remedial measures before implementation.

Access to Medical and Healthcare Services

Hospital Business Expansion

PRINC’s core objective is to expand healthcare accessibility to secondary cities and underserved areas. In 2024, the company launched PRINC Hospital Mukdahan, its 15th hospital, to extend its patient base and enhance access to specialized healthcare services. Additionally, PRINC is actively exploring further business expansions to reach 20 hospitals within the next 1-2 years.

Beyond new hospital establishments, existing hospitals are being upgraded to handle more complex diseases and specialized treatments. In addition to existing services like cardiac catheterization (Cath Lab), minimally invasive spinal surgery for herniated discs, brain tumor surgery, and arteriovenous fistula (AVF) procedures for dialysis, the following new specialized centers were launched in 2024:

- PRINC Aesthetic Surgery & Wellness Center at PRINC Hospital Suvarnabhumi, introducing advanced cosmetic surgery and wellness solutions.
- PRINCE of BONES – Comprehensive Orthopedic Center at PRINC Hospital Suvarnabhumi, integrating robotic-assisted joint replacement and spinal surgery. The center also introduced Total Disc Replacement (TDR) for cervical spine surgery,

enhancing precision, success rates, and faster recovery compared to traditional methods.

With continuous innovation and cutting-edge medical technology, the PRINCE of BONES Center was honored with the "Specialty Clinic of the Year - Thailand" award at the Healthcare Asia Awards 2025.

Klai Baan Klai Jai Clinic

In addition to hospitals, PRINC operates Klai Baan Klai Jai Clinic, which provide Universal Health Coverage (Gold Card Scheme) services. Currently, there are 20 clinics across 17 districts in Bangkok, serving over 100 communities and 226,000 residents.

These clinics play a crucial role in public health outreach, offering risk screening, health education, and preventive care. They also provide Home Healthcare Services, ensuring elderly patients and individuals with mobility limitations receive proper medical attention at home.

PNKG Recovery Center Services

Since its launch in 2020, the PNKG Recovery Center has been providing rehabilitation services for chronic disease patients and the elderly. In 2024, the center treated 135 cases, a significant increase from 53 cases in 2023. Notably, 98% of the patients were stroke patients, who showed substantial improvement in their recovery outcomes.

To enhance service quality, the center hired specialists from Japan to train medical teams and expanded its workforce from 12 to 23 staff members to meet the growing patient demand.

For 2025, the center plans to:

- Increase staffing to 30 personnel.
- Expand the Recovery Ward, increasing inpatient capacity from 6 to 12 beds.

The PNKG Recovery Center focuses on comprehensive rehabilitation, including risk assessments (which may involve home environment evaluations) and family consultations before patient discharge. These holistic efforts contribute to improved quality of life, enabling stroke, chronic disease, and elderly patients to regain greater independence in their daily lives.

Responding to the Growing Trend of Cancer Patients

1. Launch of the First Radiation Oncology Center in Sisaket Province at PRINC Hospital Sisaket

Cancer remains the leading cause of death in Thailand's Health Region 10, which includes five provinces in the lower northeastern region: Ubon Ratchathani, Sisaket, Yasothon, Amnat Charoen, and Mukdahan (Source: Strategy and Planning Division, Ministry of Public Health, March 2023). The cancer mortality rate in this region stands at 107.55 per 100,000 population, ranking it as the number one cause of death.

According to data from the National Cancer Institute and local health records, 59 out of every 100,000 people in the area require radiation therapy. Each year, nearly 700 cancer patients from Sisaket travel to Ubon Ratchathani for treatment. Many others, lacking financial resources or the means to travel, miss out on early-stage treatment opportunities, which could significantly improve their survival chances.

In early 2025, PRINC Hospital Sisaket officially launched the first Radiation Oncology Center in the province, significantly upgrading cancer care accessibility in the region. The center serves as a comprehensive cancer care hub, offering services such as:

- Cancer screening and diagnostics
- Radiation therapy
- Chemotherapy
- Targeted therapy
- Palliative care

Additionally, the center participates in the "Cancer Anywhere" initiative under Thailand's Universal Coverage Scheme (UCS), ensuring timely access to appropriate treatments for gold card holders—free of charge. The center is expected to serve 60–70 patients per day, providing radiation therapy access to approximately 600 patients annually, valued at over THB 43 million per year.

Furthermore, the hospital is planning to establish on-site accommodation for patients traveling long distances. This initiative aims to reduce financial burdens for underprivileged patients and help them access quality care more easily.

2. Collaboration with Siemens Healthineers

Cancer is one of the leading causes of death among Thais. According to the latest statistics from The Global Cancer Observatory (GCO) in 2022, over 118,000 people in Thailand died from cancer, and more than 183,000 new cases were diagnosed. Early detection, timely treatment by specialists, and the use of advanced medical technology are crucial factors for effectively managing cancer.

In December 2023, the company signed a Memorandum of Understanding (MOU) with Siemens Healthineers to establish a

network of Excellence Cancer Centers across the PRINC network and to introduce advanced cancer care technologies. The goal is to elevate the standard of integrated cancer treatment, making it accessible and affordable for patients in underserved areas.

Throughout 2024, PRINC and Siemens Healthineers have worked closely to:

- Analyze the supply and demand for radiation therapy services across regions through business case studies
- Conduct feasibility studies for potential investment in new radiation therapy centers in high-potential areas

In addition, a Value Partnership has been established between PRINC and Siemens Healthineers. This long-term collaboration focuses on:

- Knowledge exchange with global medical leaders
- Investment in cutting-edge technology for cancer diagnosis and treatment
- Deployment of expert oncology teams across the network

The ultimate aim of this partnership is to position PRINC as a leading provider of cancer care in Thailand by combining global expertise with local accessibility.

Telespecialist Services (Utilizing Telemedicine for Specialized Care)

The shortage of specialized healthcare professionals remains one of the major challenges in the public health sector. In response, the company has leveraged its hospital network and integrated technology to ensure continuity in medical services. This enables timely patient care—even in secondary provinces where specialized professionals are not available around the clock.

Teleradiology

The network began implementing a centralized radiology service in November 2023, with hospitals sharing a unified system for image transfer and result interpretation. The service was piloted in three hospitals and expanded to a total of seven hospitals in 2024.

In 2024, over 8,062 patients were diagnosed through the Teleradiology system. This approach has significantly improved diagnostic speed and reduced the need for on-site radiologists, resulting in cost savings of approximately THB 2,133,000. Moreover, it has improved the quality of life for medical professionals by reducing excessive workloads.

The program has proven successful and will continue to expand to additional hospitals within the network in the coming years.

Elderly Care Services

Thailand, like many countries globally, is becoming an aging society. In addition to age-related deterioration, elderly individuals face various challenges depending on their context, including chronic illnesses, physical conditions, living environments, or lack of caregivers. To address these issues, the company has prepared services tailored to elderly health and care needs as follows:

1. Baan Lalisa

On November 23, 2023, the company resolved to have Principal Next Co., Ltd. (PNEXT) invest in Baan Lalisa Service Group Co., Ltd. (BLLS)—a company engaged in elderly care and health services—by acquiring a 45% stake.

Throughout 2024, BLLS has continued to expand its operations as follows:

1. Elderly Nursing Home Business

BLLS operates a total of 7 elderly care centers under the "Baan Lalisa" and "Baan Saen Rak" brands, serving both upper- and middle-market clients. These centers are located in Chiang Mai, Lampang, Kamphaeng Phet, and Bangkok-Rangsit, offering a total of 235 beds. As of December 2024, the average occupancy rate reached 82%.

2. Nursing Home Franchise Business

In 2024, BLLS negotiated over 23 franchise locations nationwide, with 16 centers already signed and operational in provinces including Chiang Mai, Chiang Rai, Phrae, Nan, Phitsanulok, Phayao, Lamphun, Khon Kaen, Nakhon Ratchasima, Ubon Ratchathani, Nakhon Pathom, Chonburi, and Rayong. These franchises offer a total of 350 beds, with an average occupancy rate of 81% as of December 2024.

3. Baan Lalisa Healthcare Academy

BLLS has invested in a healthcare academy in Nakhon Ratchasima to provide elderly care training. The main objective is to develop qualified caregivers to support the expansion of BLLS's care centers, franchises, and the general market.

2. Health at Home

On December 6, 2023, the Company resolved to allow Principal Next Co., Ltd. (PNEXT) to invest in Health at Home Co., Ltd. (HAH), a company that operates elderly care and Telemedicine services, acquiring a 39.5% shareholding.

Throughout 2024, HAH has continuously expanded its business and services as follows:

1. Home Caregiver Services (CarePro)

HAH provides a matching system to help families find suitable caregivers, with full patient data management and

24/7 medical and nursing consultation services for both families and caregivers. Thanks to the trusted and high-quality service, in 2024, over 200 patients used the service continuously, and the number of CarePro service sessions reached more than 54,200 times throughout the year. The service has also expanded to include caregiver escorts for hospital visits.

2. Elderly and Patient Rehabilitation Centers (Care Center)

HAH offers rehab centers that care for the elderly, bedridden patients, and post-operative recovery patients.

Each center is staffed 24/7 by professional nurses and caregivers, with internists making regular rounds. Currently, HAH operates two branches:

- Pakkret - Nonthaburi
- Phaholyothin - Saphan Mai Together, they offer 48 beds with an average annual occupancy rate of 80%.

3. Telemedicine Services (Health At Work)

Through a LINE-based online clinic (no app download required), patients can access medical consultations conveniently. Medication is delivered from partnered pharmacies within 1–4 hours. Corporate employees under group health insurance plans can claim without upfront payments. Additionally, the average cost per consultation is lower than a standard private hospital outpatient visit. In 2024, HAH provided over 33,000 Telemedicine consultations.

HAH also offers:

- On-site workplace nurse stations with remote doctor consultations via Telemedicine
- On-site health check-up services, with individual results sent via LINE
- Organizational health summaries, helping companies monitor employee wellness

Benefit from implementing social development project

Financial benefits⁽⁹⁾

Does the company measure the financial benefits from social development? : Yes

	2022	2023	2024
Value of purchasing goods and/or services from the community (Baht)	0.00	190,630.00	59,005.00

Remark: ⁽⁹⁾The revenue was generated through the “One Princ One Product” initiative, which supports local communities by co-developing packaging for curated sets of local products from provinces where the hospital network operates. These sets are presented as gifts to customers, promoting local identity and community engagement.

Non-financial benefits

Does the company measure the non-financial benefits from social development? : Yes

	2022	2023	2024
Hiring local partners or suppliers (Provinces)	0.00	11.00	12.00

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ESG Performance

Company Name : PRINCIPAL CAPITAL PUBLIC COMPANY LIMITED Symbol : PRINC

Market : SET Industry Group : Services Sector : Health Care Services

Corporate Governance Policy

Information on overview of the policy and guidelines

Corporate governance policy and guidelines

Corporate governance policy and guidelines : Yes

The Board of Directors recognizes the importance of good corporate governance as a means to build trust among shareholders, investors, and all stakeholders. Ultimately, this commitment enhances the Company's competitiveness and drives long-term sustainable growth. Good governance also promotes transparency and efficiency in management. Therefore, the Board has established a corporate governance policy focusing on the roles of directors, operational transparency, information disclosure, and effective executive oversight, all for the long-term benefit of shareholders within the framework of laws and business ethics.

The Company's corporate governance policy, including various codes of ethics, comprises the following:

1. Quality, Occupational Health, Safety, and Environmental Policy
2. Internal Control Policy
3. Information Technology Usage Policies and Procedures
4. Anti-Corruption and Anti-Bribery Policy
5. Risk Management Policy
6. Whistleblowing Policy
7. Related Party Transactions Policy
8. Information Security Policy and Practices
9. Sustainable Business Development Policy with Social and Environmental Responsibility
10. Human Rights Policy
11. Tax Policy

Policy and guidelines related to the board of directors

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

Guidelines related to the board of directors : Nomination of Directors, Determination of Director Remuneration, Independence of the Board of Directors from the Management, Director Development, Board Performance Evaluation

Nomination of Directors

Criteria for the Nomination and Appointment of Directors

In appointing the Board of Directors, the Nomination and Remuneration Committee is responsible for screening and selecting qualified individuals in accordance with the Company's Articles of Association and relevant laws and regulations. Independent directors must fully meet the qualifications specified by the Capital Market Supervisory Board. The committee shall propose suitable candidates to the Board of Directors for approval before submitting the names to the Annual General Meeting of Shareholders for election, following the set criteria.

The Nomination and Remuneration Committee considers the Company's business nature and future direction, selecting candidates with relevant knowledge and experience in business or related industries. A tool such as the Board Skill Matrix is utilized to assess the necessary qualifications and skills required for the Board.

1. Director Appointment: Must comply with the Company's Articles of Association and relevant laws. The process must be transparent and clearly disclosed. Each candidate's educational background, professional experience, and knowledge relevant to the Company's business must be provided in sufficient detail for the Board and shareholders to make informed decisions. Directors must be knowledgeable, transparent, honest, ethical, and capable of devoting adequate time to perform their duties effectively.

2. Conflict of Interest: Directors must not operate or become partners or directors in any other entity that has the same business and is in competition with the Company, unless disclosed in advance to the shareholders' meeting.

Directors must promptly notify the Company if they have any interest in contracts made by the Company or changes in shareholding in the Company, subsidiaries, or affiliates.

3. Legal Qualifications: Directors must possess qualifications and must not have any prohibited characteristics under the Public Limited Companies Act and the Securities and Exchange Act.

The election of directors at the shareholders' meeting shall follow these rules:

1. Each shareholder has one vote per one share held.
2. Each shareholder may cast all their votes for one or multiple candidates but may not split their votes unequally.
3. Candidates receiving the highest number of votes in descending order will be elected as directors up to the required number. In the case of a tie that exceeds the number of directors to be elected, the Chairman of the meeting shall cast the deciding vote

Determination of Director Remuneration

Remuneration of the Company's Directors and Managing Director

1. The Company has a policy to determine the remuneration of the Board of Directors and the Managing Director at a level that is competitive and motivating, comparable to companies in the same industry. The consideration is linked to the performance and responsibilities of the directors and the Managing Director, as well as the overall performance of the Company. Annually, the Board of Directors, based on the review and recommendation by the Nomination and Remuneration Committee, considers and determines the remuneration, which is then proposed for approval at the Annual General Meeting of Shareholders.
2. Directors who are assigned additional duties and responsibilities will receive additional remuneration, linked to the level of responsibility assigned. The Chairman of the Board may also receive additional remuneration beyond the standard director's fee.
3. The Board of Directors reviews the report on the remuneration policy for directors, including the principles, rationale, and objectives of the policy prepared by the Nomination and Remuneration Committee, which is disclosed in the Company's annual report and financial statements.
4. The Nomination and Remuneration Committee sets the criteria and conducts the annual performance evaluation of senior executives, including the Managing Director, Deputy Managing Directors, Senior Directors, and Chief Officers of various departments. The evaluation results, using the OKR (Objectives and Key Results) framework, are submitted to the Board of Directors for approval and are used as a basis for determining the remuneration of senior executives.
5. The Board of Directors has established a remuneration structure for non-executive directors, which consists of two parts. The first part includes monetary compensation such as monthly retainers, meeting allowances, directors' gratuity, and other forms of compensation including Directors and Officers Liability and Company Reimbursement Policy (D&O). The second part includes non-monetary compensation such as healthcare benefits at the Company's network of hospitals.

Independence of the Board of Directors from the Management

- There must be at least one-third of the total number of directors as independent directors, and no fewer than three.
- The Chairman of the Board of Directors must be an independent director.
- The Chairman of the Board of Directors must not hold the position of Chairman of the Executive Committee.

Director Development

Director Development

Knowledge and Understanding of Roles and Responsibilities

1. Upon the appointment of a new director, the Nomination and Remuneration Committee assigns the Company Secretary to deliver the Charter and Corporate Governance Policy to the newly appointed director. The secretary also provides an introduction to the roles, responsibilities, and duties of directors and coordinates orientation sessions with management. Relevant documents and information about the company, nature of business, corporate vision, and strategic direction are also provided.
2. Additionally, the Nomination and Remuneration Committee assigns the Company Secretary to notify directors of available training courses relevant to and necessary for fulfilling their directorial duties. These initiatives are intended to ensure completeness, transparency, and adherence to good corporate governance principles while safeguarding the interests of all stakeholders.
3. In the event that new senior executives are recruited, the company provides an in-depth orientation. This includes information about the company, nature of business, corporate vision, strategic direction, and presentations from key departments outlining their responsibilities, helping the executive understand the overall operational landscape.

The company promotes and supports continuous training and education in corporate governance principles for

designated directors to enhance their performance. Furthermore, the entire Board of Directors has completed the Director Certification Program (DCP) offered by the Thai Institute of Directors (IOD), as well as other relevant programs such as the Role of the Chairman Program (RCP), Advanced Audit Committee Program (AAP), Director Accreditation Program (DAP), Strategic Board Master Class, and the Executive Development Program (EDP).

Board Performance Evaluation

Performance Evaluation of the Board of Directors and Sub-Committees

The Nomination and Remuneration Committee has considered the self-assessment approach recommended by the IOD to ensure that the Board of Directors and sub-committees conduct performance evaluations regularly, at least once a year.

The performance evaluation topics for the Board as a whole are as follows:

1. Structure and qualifications of the Board
2. Roles, duties, and responsibilities of the Board
3. Board meetings
4. Dynamics in performing duties
5. Relationship with management
6. Board development
7. Board reporting (for sub-committees)

For individual director performance evaluations, the following topics are included:

1. Personal qualifications
2. Readiness in performing duties
3. Participation in meetings
4. Roles, duties, and responsibilities
5. Relationship with other directors and management

The evaluation process includes the following steps:

1. The Company Secretary distributes the evaluation forms to each director for both individual and group assessments.
2. The Company Secretary consolidates the results and presents them to the Nomination and Remuneration Committee.
3. The Nomination and Remuneration Committee summarizes the results and proposes improvements to enhance effectiveness and efficiency in operations to the Board of Directors, for the benefit of all stakeholders and in accordance with good corporate governance principles.

Policy and guidelines related to shareholders and stakeholders

Policy and guidelines related to shareholders and stakeholders : Yes

Guidelines and measures related to shareholders and stakeholders : Shareholder, Employee, Customer, Business competitor, Business partner, Creditor, Community and society

Shareholder

Practices and Measures Regarding Shareholders

1. Perform duties with honesty and integrity, making all decisions with good faith and fairness toward both major and minor shareholders, and in the best interests of all relevant stakeholders.
2. Manage the Company's operations to promote growth, stability, and appropriate returns for shareholders.
3. Carry out duties and make decisions with competence and due diligence by applying knowledge, experience, expertise, and management skills to the fullest extent in all situations.
4. Report the Company's status and operating results to all shareholders equally, regularly, accurately, and truthfully.
5. Refrain from seeking personal or related-party benefits through the use of any non-public information of the Company.
6. Do not disclose the Company's confidential information to others inappropriately.
7. Avoid any actions that may lead to conflicts of interest with the Company.

Employee

Practices and Measures Regarding Employees

1. Provide fair and appropriate compensation based on each employee's knowledge, capabilities, responsibilities, and performance.
2. Appointments, transfers, rewards, and disciplinary actions must be conducted fairly, in good faith, and based on competence, suitability, and the employee's behavior and performance.
3. Treat employees with fairness, and prioritize their development by promoting the transfer of knowledge and skills,

ensuring equal and consistent opportunities for all.

4. Strictly comply with all labor laws and relevant regulations concerning employees.
5. Maintain a safe working environment that protects employees' lives, health, physical well-being, and property.
6. Manage operations in a way that avoids unfair practices that may negatively affect employees' job security.
7. Listen to employees' opinions and suggestions equally and fairly at all levels.
8. Promote employees' understanding of ethics and their responsibilities to encourage ethical behavior across the Company.
9. Encourage employees to participate in shaping work direction and resolving departmental and company-wide issues.
10. Promote ongoing training in fields related to employees' responsibilities.
11. Promote integrity and morality, and encourage employees to act in compliance with the law.

Customer

Practices and Measures Regarding Customers

1. In developing real estate businesses related to the Company's operations, all services must be of high quality and comply transparently and equally with contracts, agreements, or conditions made with customers. In cases where such obligations cannot be fulfilled, the Company must promptly negotiate with the customer in advance to find a joint resolution and prevent damages.
2. Commit to delivering customer satisfaction and confidence by ensuring excellent service quality under appropriate safety standards and technology, while continuously raising service standards.
3. Provide complete, accurate, and timely service-related information without distorting facts, and maintain strong and sustainable relationships with customers.
4. Establish a customer service system and communication channels so customers can file complaints or express dissatisfaction. Handle such issues promptly and responsively. Maintain the confidentiality of customer information at all times and refrain from using such information for personal or third-party gain.

Business competitor

Practices and Measures Regarding Business Competitors

1. Treat business competitors equally and fairly, based on principles that ensure mutual and fair benefits for both parties.
2. Conduct oneself within the framework of fair competition rules.
3. Do not seek confidential information of business competitors through dishonest or inappropriate means.
4. Do not damage the reputation of business competitors by making unfounded accusations

Business partner

Supplier Code of Conduct

1. Business Integrity

1.1 Corporate Governance: The Company's suppliers must comply with all applicable laws and regulations with honesty, transparency, and accountability while considering stakeholders' interests under good corporate governance principles.

1.2 Confidentiality and Personal Data Protection: Suppliers must maintain confidentiality of the Company's and stakeholders' information and must not use, collect, or disclose such information without consent. They must ensure full rights protection in accordance with the law.

1.3 Intellectual Property Respect: Suppliers must respect and refrain from violating others' intellectual property rights and implement measures to prevent infringement.

1.4 Conflict of Interest Avoidance: Suppliers must avoid any action that may cause a conflict of interest between themselves and the Company's personnel.

1.5 Gifts, Gratuities, or Hospitality: Suppliers must not offer gifts, bribes, fees, services, discounts, privileges, or any benefits to Company employees or executives that could be perceived as inappropriate or unfair advantages.

1.6 Insider Trading: Suppliers must not use undisclosed information obtained during business dealings with the Company for personal or third-party gain.

1.7 Anti-Corruption: Suppliers must not engage in or support any form of corruption. They should implement internal controls, audits, and cooperate with the Company to prevent and combat corruption. Participation in Collective Action Against Corruption (CAC) is encouraged.

1.8 Fair Practices: Suppliers must treat all stakeholders fairly and comply with fair competition laws to ensure

a level playing field.

2. Labor Practices and Human Rights

2.1 Non-Discrimination: Suppliers must respect human dignity and equality and must not discriminate based on physical or mental conditions, race, nationality, religion, gender, age, education, disability, or any other factors.

2.2 Labor Law Compliance: Suppliers must comply fully with labor laws and human rights principles, including freedom of association, collective bargaining, and lawful termination processes.

2.3 Child Labor Protection: Suppliers must not employ children under 15. If employing youth aged 15–18, they must ensure full legal protection, wages, and benefits.

2.4 Female Labor Protection: Suppliers must ensure pregnant women are not assigned to hazardous jobs and must not reduce roles or benefits due to pregnancy.

2.5 Prohibition of Forced Labor: Suppliers must not enforce labor through coercion, threats, abuse, human trafficking, or retain identification documents unlawfully. All employment must be voluntary.

2.6 Wages, Benefits, and Working Hours: Suppliers must manage wages, benefits, and work hours in compliance with the law, ensuring fair and timely compensation without discrimination. Overtime must be voluntary.

3. Safety and Occupational Health

3.1 Workplace Safety: Suppliers must comply with occupational safety and health laws, provide safe, hygienic workplaces, and train staff to manage risks and emergencies.

3.2 Personal Protective Equipment (PPE): Suppliers must provide sufficient and appropriate PPE to all workers.

3.3 Emergency Preparedness: Suppliers must assess and prepare for emergencies through proper planning, procedures, and employee training.

4. Social Responsibility

4.1 Suppliers should operate with awareness of their impact on surrounding communities and engage in improving quality of life.

4.2 Suppliers should support local economies by using community products and services and helping develop local products and crafts.

5. Environmental Responsibility

5.1 Suppliers must comply with environmental laws and regulations and manage pollution/waste as required.

5.2 Suppliers should adopt 3Rs principles: Reduce, Reuse, and Recycle.

5.3 Suppliers should choose environmentally friendly products and act cautiously to minimize environmental harm.

5.4 Suppliers should implement policies to monitor and disclose greenhouse gas emissions per accepted standards.

5.5 Suppliers should set environmental targets and plans to reduce negative impacts and emissions. 5.6 Suppliers should educate employees, partners, and stakeholders on climate and environmental responsibility.

6. Subcontractors and Business Partners

6.1 Suppliers must ensure that their subcontractors and business partners comply with this Code of Conduct. If risks are found, the supplier must improve, correct, or terminate the relationship as necessary.

7. Monitoring and Documentation

7.1 Suppliers must keep proper records demonstrating compliance with this Code.

7.2 Suppliers must document work processes in line with the Code and provide them to the Company upon request.

7.3 Suppliers must assess and monitor subcontractors and partners for compliance and take corrective actions or end cooperation if violations are found.

Creditor

Practices and Measures Regarding Creditors

1. Strictly comply with all contracts, agreements, and conditions made with creditors in a transparent and equitable manner.
2. Report the company's financial status to creditors honestly, accurately, and in a timely manner on a regular basis.
3. In cases where conditions cannot be met, promptly notify and negotiate with creditors in advance to jointly seek solutions and prevent potential damages.

Community and society

Practices and Measures Regarding Communities, Society, and the Environment

1. Refrain from engaging in any actions that cause damage to natural resources and the environment beyond what is permitted by law.
2. Do not support any activities that pose a threat to society, morality, and/or promote vices.
3. Emphasize community and social activities that foster the development of society, community, and environment, focusing on creativity and conservation of natural resources.
4. Support activities that provide public benefits, such as reducing the use of energy and natural resources.
5. Instill a sense of social and environmental responsibility continuously throughout the company and among employees at all levels.
6. Cooperate with and strictly adhere to the spirit of laws and regulations related to communities and the environment.
7. Respond promptly and effectively to incidents that affect communities and the environment caused by company operations, and fully cooperate with government officials and relevant agencies.
8. Establish a grievance mechanism for issues potentially impacting communities, investigate the causes, implement improvements, and inform complainants of the outcomes in a timely manner.
9. Promote effective energy conservation for the benefit of future generations.

Information on business code of conduct

Business code of conduct

Business code of conduct : Yes

The Company has established a code of conduct for both operational practices and business ethics to serve as a guideline for good business operations. This applies to the Board of Directors, subcommittees, executives, and employees, emphasizing key principles of corporate governance. These include fairness, equality in the treatment of stakeholders, transparency, legal compliance, and respect for the rights of all stakeholder groups to promote social balance.

The Company places strong emphasis on continuous personnel development—enhancing knowledge, skills, morality, and ethics. It promotes a culture of continuous learning, improvement of products and services, and knowledge sharing. Furthermore, the Company instills a sense of integrity, perseverance, responsibility, and human dignity among its people.

Policy and guidelines related to business code of conduct

Guidelines related to business code of conduct : Prevention of Conflicts of Interest, Anti-corruption, Whistleblowing and Protection of Whistleblowers, Prevention of Misuse of Inside Information, Gift giving or receiving, entertainment, or business hospitality, Compliance with laws, regulations, and rules, Information and assets usage and protection, Anti-unfair competitiveness, Information and IT system security, Environmental management, Human rights, Safety and occupational health at work

Prevention of Conflicts of Interest

Code of Conduct on Conflict of Interest

All actions taken by the company must prioritize the company's best interests and avoid involvement in activities that could lead to conflicts of interest. The company follows these guidelines:

1. All employees, at every level, must make business decisions that serve the company's best interests.
2. Any actions or decisions made by employees must be free from personal interests or the interests of related individuals, whether through family ties or close personal relationships. When making decisions or approving transactions that may involve a conflict of interest, employees must apply fair and reasonable pricing as if the transaction were with an external party. They must also report to their supervisor or relevant approving authority and withdraw from participating in that transaction.
3. All employees must follow the company's standard procedures equally and work full-time with their utmost capabilities. They must not divert company time to engage in any unrelated external business that does not serve the company's interest.
4. All employees must avoid financial involvement and/or relationships with external parties that could cause the company to lose benefits, create a conflict of interest, or hinder effective job performance.
5. The duties and positions held by company directors, committee members, executives, and all employees must not conflict with the company's core interests.

Anti-corruption

Anti-Corruption and Anti-Bribery Policy

With the strong belief in conducting business transparently, fairly, and ethically for all stakeholders, the company adheres to legal compliance and follows a transparent and accountable Code of Business Ethics. It emphasizes responsibility toward society and all stakeholders under the principles of Good Corporate Governance, aiming to evolve into a Sustainable Organization. The company has joined the “Thai Private Sector Collective Action Against Corruption” to express its intent and commitment to combat all forms of corruption and bribery.

The Board of Directors has deemed it appropriate to formally establish the “Anti-Corruption and Anti-Bribery Policy” to serve as a guideline for company directors, executives, all employees, and third parties related to the company to strictly follow. This ensures that company operations, which may be exposed to corruption risks, are conducted with careful consideration and adherence.

1. Directors, executives, all employees of the company, and third parties involved with the company are strictly prohibited from engaging in, accepting, or supporting any form of corruption or bribery, whether directly or indirectly, with any person or agency. This includes offering, promising, soliciting, demanding, giving, or accepting bribes, or any conduct that may suggest corrupt intent. The company supports related organizations, clients, partners, contractors, and subcontractors to act in the same manner, including public officials. Practices must be reviewed to ensure alignment with the company’s policies, procedures, regulations, announcements, legal requirements, and evolving business conditions.
2. The company maintains a politically neutral stance. It does not engage in any activities that may suggest political alignment or support for any political party or group. The company does not use its resources to support any political party or individual political candidate. However, it recognizes employees' rights to exercise their political freedom as lawful citizens under the Constitution and other relevant laws.
3. The company has a zero-tolerance policy for giving or receiving bribes in all business dealings. Interactions with both government and private sectors must be conducted transparently, honestly, and in compliance with applicable laws.
4. The company controls and monitors charitable donations, sponsorships, business gifts, and event support to ensure they are transparent and legally compliant.
5. The company has established appropriate and regular internal control and audit systems to prevent employees and third parties related to the company from violating this policy.
6. The company provides anti-corruption training to the Board of Directors, executives, all employees, and relevant third parties to promote integrity, accountability, and raise awareness of the company's commitment to ethical conduct.

Whistleblowing and Protection of Whistleblowers

Internal Whistle Blowing Policy

The company has established an Internal Whistle Blowing Policy to enable personnel within the organization to report complaints or whistleblowing information in cases of suspected fraud, corruption, or observed misconduct that may involve violations or non-compliance with laws, regulations, rules, codes of conduct, or corporate governance policies. This policy aims to facilitate necessary corrections or actions to ensure accuracy, appropriateness, transparency, and efficiency in sustainable business operations.

Objectives

1. To encourage personnel within the organization to recognize and prioritize the importance of unusual incidents within the organization and to report complaints or whistleblowing information immediately if any misconduct or suspicious behavior is observed that may indicate violations of relevant laws, regulations, corruption, or non-compliance with the company's corporate governance policies and business code of conduct.
2. To ensure the company's operations are conducted with accuracy, appropriateness, transparency, and increased efficiency in alignment with good corporate governance principles while preventing potential risks and damages.
3. To emphasize the importance of the whistleblowing process and to protect whistleblowers acting in good faith. The identity of the whistleblower and the reported matter will be kept confidential and not disclosed to others. If employees or stakeholders have doubts or observe any actions suspected of violating or failing to comply with laws, regulations, rules, codes of conduct, or corporate governance policies, they may inquire, report whistleblowing information, or file complaints along with relevant supporting evidence through the following channels:

Whistleblowing Channels

Email: InternalWhistle@principalcapital.co.th

Postal Mail:

To: Internal Whistleblowing Committee

Company: Principal Capital Public Company Limited

Address: 29 Bangkok Business Center, 23rd Floor, Sukhumvit 63 Road, Khlong Tan Nuea, Watthana,

Bangkok 10110

Conditions and Consideration of Whistleblowing Reports and Complaints

1. The details of the whistleblowing report or complaint must be truthful, clear, or sufficient to investigate the facts for further action. Reports should be made in good faith and not for personal gain.
2. The Internal Whistleblowing Committee and assigned personnel will maintain confidentiality regarding received information and related details. The identity of the whistleblower or complainant will not be disclosed without consent, prioritizing their safety and protection from harm.
3. Whistleblowers may choose to remain anonymous if they believe disclosure may lead to safety risks or harm. However, revealing their identity allows for progress updates, additional beneficial inquiries, clarifications, and expedited resolutions.
4. The timeline for handling complaints depends on the complexity of the issue, the adequacy of documents and evidence provided by the complainant, and the explanations and supporting documents from the accused party.
5. If the whistleblower or cooperating individual fears for their safety or potential harm, they may request the company to implement appropriate protective measures. The company may also initiate such measures without a request if deemed necessary.
6. If whistleblowers or cooperating individuals suffer damages, the company will take appropriate and fair remedial actions.

Procedures

1. Whistleblowers may submit written reports detailing misconduct as per Objective 1, signed and sent to the Internal Whistleblowing Committee through designated channels.
2. The Internal Whistleblowing Committee must keep all information confidential and will acknowledge receipt of the report within two business days, confirming receipt of whistleblowing information (only applicable if the whistleblower has disclosed their identity).
3. The Internal Whistleblowing Committee will assess whether the report indicates potential misconduct or suspicious behavior:
 - 3.1 If the allegations do not constitute or sufficiently indicate fraud or corruption and do not require further investigation, the Head of Internal Audit will report the case to top management. If top management does not find cause for concern, the Head of Internal Audit will inform the whistleblower why no investigation is pursued (if the whistleblower has disclosed their identity).
 - 3.2 If the allegations are deemed credible and require further investigation, the Head of Internal Audit will escalate the matter to senior management to establish an investigation committee, determine appropriate corrective measures, or take disciplinary actions as necessary.
4. The Head of Internal Audit will prepare a summary report of findings and present it to senior management and the Audit Committee at least once per quarter.
5. Once the investigation concludes, the Head of Internal Audit will inform the whistleblower of the outcome (if the whistleblower has disclosed their identity).
 - 5.1 All whistleblowing information and related documents will be securely stored by the Internal Whistleblowing Committee for a minimum of five years.

Whistleblower Protection Measures

Whistleblowers acting in good faith will receive appropriate protection. The company will keep their identity confidential. If disclosure is necessary, only essential information will be revealed while ensuring the safety and well-being of the whistleblower.

Whistleblowers must understand that reports must be made in good faith, without malicious intent to harm the organization or individuals, or with dishonest or unfair motives. If false information is provided, the company will take appropriate actions according to corporate policies or applicable laws.

Protection of Employee Rights, Workers, or Other Individuals Contracted to Work for the Company

The company guarantees that no employee, worker, or contracted individual will be subject to changes in job position, job nature, or workplace location, be suspended, threatened, harassed, dismissed, penalized, or subjected to any adverse action as a result of:

1. Providing information, cooperating, or assisting in any way to the company's directors, executives, government agencies, or regulatory bodies in cases where these individuals have reasonable grounds to believe in good faith that there has been a violation or non-compliance with laws, regulations, rules, codes of conduct, or corporate governance policies.
2. Providing testimony, submitting documentary evidence, or assisting in any way to the company's directors, executives, government agencies, or regulatory bodies for the purpose of consideration or investigation in cases where there are reasonable grounds to suspect a violation or non-compliance with laws, regulations, codes of conduct, or corporate governance policies.

Prevention of Misuse of Inside Information

Ethics Regarding the Protection of Confidential Information and the Use of Inside Information

The protection of inside information is crucial to the success of the company and the stability of the careers of all employees. To ensure that the dissemination of information to outsiders does not harm the business or the reputation of the company, the company has established ethics concerning the protection of confidentiality and the use of inside information as follows:

1. All employees at every level of the company should protect internal information and documents that cannot be disclosed to external parties, which could be used to gain an unfair advantage for themselves, their families, or associates. Such information includes matters that could affect stock prices, trade secrets, or proprietary inventions, all of which are the company's rights.
2. All employees at every level of the company must not use confidential information for personal benefit or the benefit of others.
3. All employees at every level of the company who receive personal information must store and handle such information with care and caution.
4. The company designates that information related to contracts and agreements with business partners must be kept confidential and cannot be disclosed to third parties unless permitted by both the company and the business partner.
5. The company should establish strict measures and control systems within each department or division to protect internal company information from being leaked outside before its official release, and these measures and systems should be considered part of the company's important risk management controls.
6. The company assigns the responsibility of supervising and ensuring that critical company information is not leaked outside before its official release to supervisors at all levels of the hierarchy, ensuring employees under their supervision comply with this policy.
7. The use of inside information by employees must be within the scope of their assigned duties and responsibilities.
8. All employees at every level of the company must not disclose confidential company information even after their employment or duties have ended.

Gift giving or receiving, entertainment, or business hospitality

Ethics regarding the giving or receiving of gifts, property, or any other benefits

The company has stipulated that the giving or receiving of gifts, property, or any other benefits should be conducted in a manner that is appropriate and should not influence the decision-making of the company. Therefore, the following practices are established:

1. Employees at all levels and/or their families must not solicit gifts, property, or any other benefits from contractors, suppliers, partners, or those who have a relationship with the company's business under any circumstances.
2. In the event that a supervisor deems it inappropriate to accept gifts, property, or other benefits, they must be returned to the giver immediately. If they cannot be returned, they should be handed over to the supervisor so that they become the property of the company.
3. Gifts presented to the company that have value for commemorating significant events of the company, such as when signing joint venture contracts, receiving awards, or items commemorating participation in social assistance activities, etc., are allowed to be accepted by employees at all levels on behalf of the company.
4. Employees at all levels of the company should not give gifts to their supervisors, and supervisors may not knowingly or willfully allow their relatives to accept gifts from subordinates, except in customary occasions when gifts are exchanged, but the value must not exceed 3,000 Baht (three thousand Baht).
5. In cases of receiving property or other benefits, whether from domestic or foreign sources with a value of not exceeding 3,000 Baht (three thousand Baht), regardless of whether designated as personal property or not, it must be accepted to maintain goodwill, friendships, or good relations between individuals. The recipient must report to their supervisor as soon as possible, and if the supervisor deems that there is no reason to allow the recipient to keep it for personal benefit, the recipient must hand it over to the supervisor so that the property or benefits become the company's immediately.
6. Employees at all levels of the company should not give, receive, or promise to give or receive any benefits or valuable items in order to induce actions or forbearance, including any actions that fall into the mentioned categories.
7. The reception of gifts or souvenirs, such as calendar sets or notebooks, must not exceed a value of 3,000 Baht.
8. The giving of gifts or souvenirs, such as calendar sets or notebooks, must not exceed a value of 3,000 Baht.

Compliance with laws, regulations, and rules

Respect for the Law

The Company and all employees must respect the law and remain committed to doing what is right, lawful, and fair. This also applies to conducting business abroad, where environmental factors, customs, traditions, and cultures of each country must be taken into consideration.

Guidelines:

1. Employees must understand the laws relevant to their duties and responsibilities and strictly comply with them. If unsure, they should consult the Company's legal department.
2. Employees assigned to work abroad should study the laws, customs, traditions, and culture of the destination country to ensure that they do not engage in any actions that are illegal or contrary to local customs and traditions.

Information and assets usage and protection

Information Technology Security Policy

The company is an organization that has adopted information technology to enhance operational efficiency. When the information system is unavailable or experiences service errors for any reason, it may lead to the disruption of the company's IT systems and computer networks, compromising continuity and security. This could negatively impact the company's reputation or credibility. All users must cooperate in preventing damage or minimizing the risk of damage to the information technology systems and computer networks. Therefore, the company has established an information technology security policy.

To ensure that all staff follow the information technology security policy of the company and its affiliates (hereinafter referred to as the company) appropriately, effectively, and securely, and to ensure continuous operations, as well as to prevent issues arising from the improper use of information technology systems and threats from various dangers, the objectives are as follows:

1. To establish an information technology security policy to ensure the secure use of information technology systems, allowing operations to be conducted efficiently.
2. To define the scope of the information technology security management system.
3. This policy must be communicated to all staff members at every level in the company and its affiliates, who must adhere to this policy strictly.
4. To establish standards, guidelines, and practices to ensure that executives, staff, and system administrators understand the importance of maintaining security when using information technology systems in operations, and comply strictly.
5. To prevent any unauthorized person from accessing, modifying, or destroying another individual's information in the information system.
6. This policy must undergo a review and evaluation once per year.

Privacy Policy

The company and its affiliates (hereinafter referred to as the company) respect privacy rights and place great importance on the protection of personal data for job applicants, employees, probationary employees, former employees, service users, business partners, business affiliates, and all related individuals. To ensure that the company protects and handles your personal data in compliance with the Personal Data Protection Law, the company has established this privacy policy (hereinafter referred to as the policy), which sets out the guidelines and practices for the protection of personal data.

Scope of Enforcement

This policy applies to job applicants, employees, probationary employees, former employees, service users, business partners, business allies, and all individuals associated with the company, as well as those directly responsible for supporting the implementation and compliance with this policy.

In addition to this policy, the company may establish a separate privacy policy for its products or services to inform data subjects about the personal data being processed, the purposes and lawful basis for processing, the data retention period, and the data subject's rights regarding the specific product or service.

In the event of any significant conflict between the provisions of the privacy notice and this policy, the provisions outlined in the privacy notice for that particular service shall prevail.

Security of Personal Data

The company implements appropriate technical and managerial measures to protect the security of personal data, including encryption for data transmission over the internet and controlling access to personal data, limiting it to authorized individuals only. This applies to both physical and electronic data storage. These individuals are required to strictly adhere to the company's data protection measures and maintain the confidentiality of the personal data they encounter in the course of their duties.

Additionally, when the company transfers, discloses, or shares personal data with third parties, whether for

service provision, contractual obligations, or other agreements, the company ensures the implementation of data processing agreements during the disclosure or transfer of personal data to external parties. This ensures that the personal data collected by the company remains secure at all times.

Data Protection Officer

The company has appointed a Data Protection Officer (DPO) responsible for overseeing, directing, and advising on the collection, use, or disclosure of personal data. The DPO will also coordinate and cooperate with the Personal Data Protection Committee and manage the process for reporting personal data breaches.

1. Regular training on personal data protection will be provided to employees.
2. A Record of Processing will be maintained to document activities related to personal data processing, ensuring it is up-to-date. Those responsible for data processing must input processing activities into the system provided by the company.
3. The company will regularly review personal data processing to ensure compliance with legal requirements.

Anti-unfair competitiveness

Ethics Towards Business Competitors

1. Treat competitors equally and fairly, based on the principle of receiving fair compensation for both parties.
2. Conduct business within the framework of fair competition rules.
3. Do not seek confidential information from competitors through dishonest or inappropriate methods.
4. Do not harm the reputation of competitors by making false or malicious accusations

Information and IT system security

Policy and Regulations on the Use of Information Technology Systems

The company supports employees and related personnel in using the Information Technology systems, including network circuits, data communication, computer equipment and peripherals, files, and company data effectively and correctly in accordance with the Computer Crime Act B.E. 2550, as well as other relevant laws, for the benefit of the company's business. It also maintains a standard of information security that is adequate.

Usage Regulations

1. This policy and regulation apply to company employees, employees of affiliated companies, and other authorized individuals who are allowed to use the company's information technology system both within and outside the company.

2. The company allows only employees of the company, employees of affiliated companies, and other authorized individuals to use the company's IT system. The company will register user details in a central database, and users must strictly comply with this policy and regulations.

3. The scope of services provided by the IT system includes:

- 3.1 Network communication circuits and related equipment
- 3.2 Electronic mail (e-mail)
- 3.3 Intranet
- 3.4 Standard software on PCs
- 3.5 Internet web and internet mail services
- 3.6 Remote access systems for working remotely (e.g., Web Mail)
- 3.7 Specific application software

3.8 External connections to the IT system

4. Password Use

4.1 Use personal passwords to access computers and networks according to authorized privileges to ensure data security.

4.2 Keep passwords confidential, ensuring they are not easily exposed to others, and change the initial password immediately upon receipt from the system or system administrator.

4.3 Change passwords every 90 days.

4.4 Passwords must be at least 8 characters long and difficult to guess, comprising letters, numbers, or symbols.

5. Computer Use

5.1 Turn off the computer when not in use.

5.2 Lock the computer screen with a password using a screensaver with password protection, and log off or lock the computer when leaving the screen for more than 15 minutes.

5.3 Handle portable computer devices (laptops or PDAs) carefully to avoid loss, such as storing them securely when leaving the desk.

5.4 Do not use the computer to commit illegal acts or harm the company or others, such as unauthorized access to network data and systems, disrupting or causing annoyance to network and computer systems, intercepting data, hacking passwords, falsifying data, or disseminating inappropriate images, messages, or sounds.

5.5 Employees are responsible for the content, images, sounds, or files sent from their computers and for any legal consequences arising from any illegal activities.

5.6 The company reserves the right to control the use of company computers to ensure system security and does not allow employees to modify system parameters (e.g., computer name, system configuration) without authorization.

5.7 The company reserves the right to prohibit employees from independently installing software unless they are assigned tasks related to software installation or have received permission from the company.

6. Use of Computer Software

6.1 Use software according to the company's specified standards, except for software used in operations, research, or specific tasks provided by the department.

6.2 Do not violate software copyright. If a lawsuit arises due to a violation, the employee responsible for the violation must bear all consequences.

6.3 Do not produce, possess, or distribute illegal or inappropriate software.

6.4 The company reserves the right to inspect the data on any computer used by an employee if there is suspicion of actions that may cause harm to the company.

7. Internet Use

7.1 Do not use the internet for personal business, and do not disseminate inappropriate information or access inappropriate websites, such as gambling sites, immoral sites, or websites with anti-national, anti-religion, or harmful content.

7.2 Do not use the internet to download illegal data or programs unrelated to work, such as movies, music, or games.

7.3 Exercise caution when accessing Web Boards and do not use the company's name in public web boards.

7.4 The company reserves the right to block access to inappropriate websites or those that affect the company's network operations.

8. Email Usage

8.1 Be cautious when using e-mail to prevent damage to the company, conflicts with others, misunderstandings, or legal violations. Do not use e-mail for business solicitation, spreading chain e-mails, advertising products, or distributing commercial content.

8.2 Do not send unnecessary messages, images, sounds, or files to all employees without business justification, unless it is directly related to the company's work.

8.3 Use polite and proper language in email communication, adhering to appropriate network usage norms.

9. Instant Messaging (IM)

9.1 Use IM without causing harm to the company or violating copyrights, creating damage to others, breaking the law, or violating ethics, and do not seek benefits or allow others to seek benefits in a business sense from using IM.

9.2 Do not discuss or transmit confidential business information via IM.

9.2 Do not communicate or send confidential business information through IM.

9.3 Do not use the email account and password, which are the same as the company's email account and password, for registering to use IM.

10. Computer Virus Prevention

10.1 Do not modify or disable the antivirus program installed on the computer.

10.2 Employees who use the computer outside the company's network should perform a virus check before reconnecting to the network.

10.3 Do not download data from inappropriate websites.

10.4 Use caution when opening electronic mail from unfamiliar senders.

10.5 The company reserves the right to suspend the connection of computers infected with viruses or computers suspected of carrying viruses from connecting to the company network.

11. Data Confidentiality and Protection

11.1 Do not access others' data without permission from the data owner.

11.2 Do not print or copy confidential data of others unless authorized by the data owner.

12. Use of Personal Computer Equipment in the Network

12.1 Do not connect personal data transmission equipment such as modems or wireless data transmission devices (Wi-Fi) to the computer or network without approval from the IT administrator.

12.2 Employees must obtain permission from the IT administrator before allowing outsiders to connect any personal computers to the network. Connection to the company's network will only be allowed using a temporary password.

13. Remote Computer Access via Remote Access System (RAS) or Virtual Private Network (VPN)

13.1 Employees must obtain permission from the IT administrator to request authorization for using the

computer via RAS or VPN, and must not share the RAS or VPN account with others.

13.2 Employees are responsible for the use of computers or any transactions conducted via RAS or VPN.

13.3 The company reserves the right to deny access to RAS or VPN systems if it is suspected that the computer is not secure for connecting to the network.

14. Use of Computers to Disrupt the System Employees are prohibited from doing anything that intentionally disrupts the company's computer system or any external systems, such as interfering with the operation of the computer system to the point where services cannot be provided.

15. Violation In the event that the company detects a violation of ethics and good morals by the service user, the company will consider taking disciplinary action according to the policies and procedures related to personnel, for the violator(s). This may include the termination of the right to use the information technology system services as well.

Environmental management

Sustainability Business Driving Policy

The company conducts business in the fields of medicine, healthcare management, and private hospitals, with a commitment to developing the organization for sustainable growth with responsibility towards society and the environment. This is to continuously benefit all stakeholders, including shareholders, investors, partners, employees, society, and the environment.

With the organization's mission and commitment to being part of creating a foundation for the community, which is the provision of good health, it aligns with the Sustainable Development Goals (SDGs), specifically Goal 3: Ensuring healthy lives and promoting well-being for all at all ages (Good Health and Well Being) of the United Nations. Therefore, the company's business driving strategy follows the principles of sustainable development as the core in its business operations, fostering cooperation and building mutual understanding with all relevant parties. The company's board of directors and executive management have approved the business driving strategy based on the sustainable development policy following the three integration principles (Integrating Mind, Integrating Care, Integrating Ethics) as outlined below.

Integrating Mind

1. Create business growth by expanding the scope of quality healthcare services at affordable prices to secondary cities or areas where public health services are insufficient to meet the needs of the local population (aligned with UN SDG 3: Good Health and Well Being).
2. Respect and prioritize the prevention of human rights violations, uphold equality, treat employees equally, ensure fairness in compensation, benefits, safety, and hygiene in the workplace, opportunities for career advancement, promote training to enhance knowledge and skills, and create a bond between employees and the organization. Additionally, support the education of employees' children, youth in the community, and disadvantaged groups in society (aligned with UN SDG 4: Quality Education, SDG 5: Gender Equality, and SDG 8: Decent Work and Economic Growth).
3. Focus on the Prince Integration project, integrating work into the community, and integrating people into their homeland, to become part of the efforts to stimulate the local economy by promoting local employment, using local entrepreneurs, and integrating local identities into various activities. Encourage employees to contribute to improving the quality of life and economy for society both inside and outside the organization, directly and indirectly, through business processes and activities of the organization (aligned with UN SDG 8: Decent Work and Economic Growth and SDG 11: Sustainable Cities and Communities).

Integrating Care

1. Place importance on environmental management by considering potential impacts and adhering to safety principles, including the efficient use of resources and energy conservation (aligned with UN SDG #6 Clean Water and Sanitation, SDG #7 Affordable and Clean Energy, SDG #12 Responsible Consumption and Production, and SDG #13 Climate Action).
2. Create value and quality by developing services and products that reduce impacts or harm to consumers and the environment, ensuring a better quality of life that meets consumer needs (aligned with UN SDG #12 Responsible Consumption and Production, and SDG #13 Climate Action).

Integrating Ethics

1. Promote business growth with transparency, good corporate governance, and organizational ethics that consider the interests of stakeholders, society, and the environment. Implement fair management for stakeholders and promote free trade without creating conflicts of interest, opposing all forms of corruption (aligned with UN SDG 16: Peace, Justice, and Strong Institutions).
2. Support and encourage innovation from stakeholders and consider partnerships for continuous collaboration to develop innovations that create added value for communities, society, and the environment, alongside the sustainable growth of the business (aligned with UN SDG 17: Partnerships for the Goals).

Human rights

Human Rights Policy

The company recognizes the equal value and dignity of all individuals and acknowledges internationally accepted human rights laws. It is committed to respecting human rights and emphasizes the importance for all parties involved in the company's value chain to understand and comply with laws, regulations, rules, and good governance practices to avoid human rights violations. The company has also established appropriate mechanisms to prevent, receive, and remediate any impacts that may arise.

The company has therefore set forth a human rights policy based on international human rights practices, such as the Universal Declaration of Human Rights (UDHR), the International Labour Organization (ILO) - Declaration on Fundamental Principles and Rights at Work, and the UN Guiding Principles on Business and Human Rights (UNGPR). The company abides by the following guidelines:

1. The company and its personnel must treat everyone equally based on human dignity without discrimination based on origin, race, nationality, gender and gender identity, age, religion, educational background, expression of opinion, physical condition, status, family background, or any other differences. This includes vulnerable groups such as women, children, persons with disabilities, the elderly, and marginalized communities like refugees and migrant workers.
2. The company will support and respect the protection of human rights by conducting business activities that do not directly or indirectly violate the human rights of stakeholders across the value chain.
3. The company will communicate and raise awareness about human rights among its personnel and all stakeholders in the business through appropriate channels.
4. The company will regularly assess human rights risks and impacts within the company and its business partners. It will also establish appropriate measures or guidelines to manage such risks, including protective and remedial actions.
5. The company will provide channels for complaints and whistleblowing regarding human rights violations within the organization or arising from business operations. These include processes for effective complaint management and data confidentiality to protect informants.
6. The company will disclose its policies, operations, and any human rights complaints (if any) through its annual report and other suitable channels.
7. The company encourages personnel to exercise their rights as lawful citizens under the constitution and legal frameworks.
8. The company will ensure fair recruitment, compensation, benefits, learning opportunities, professional development, and career advancement without discrimination, in alignment with roles and responsibilities.
9. Personnel have the freedom to assemble and express opinions beneficial to the company, provided they do not infringe on the rights of others and comply with applicable laws, regulations, codes of conduct, and societal norms.
10. The company supports the establishment of a welfare committee and ensures that employees have the right to participate in the process. Employees may also propose suggestions on employment conditions, work environment, and welfare for the company's further consideration for collective benefit.
11. The company provides a suitable working environment in line with occupational health and safety standards and promotes a positive atmosphere to support both physical and mental well-being.
12. The company does not support illegal migrant labor, human trafficking, or the employment of children under 18 years old, except in cases involving educational guidance with the school's and/or guardians' awareness and within legal regulations.
13. The company supports and encourages employees to respect local customs, traditions, cultures, beliefs, and faiths.
14. The company will deliver quality products and services that are safe for health, life, and property, ensuring that customers receive accurate, complete, and sufficient information. It will not conceal, distort, mislead, or create negative attitudes, promote societal division, or foster inappropriate values.
15. Company personnel must comply fairly with all agreements made with customers. In cases where fulfillment is not possible, communication must be made with the customer to find solutions and prevent harm. All customers must be treated equally and without discrimination.
16. In cases where personnel or any parties in the value chain violate human rights, the company will take action in accordance with its rules, regulations, and relevant legal provisions based on fundamental human rights principles.

This policy applies to the Board of Directors, executives, physicians, all employees, including temporary contract staff, subcontracted workers, and any personnel acting under contract or on behalf of the company. It also applies to all stakeholders in the company's value chain. The company will ensure this policy is communicated, understood, and strictly followed by all parties.

Safety and occupational health at work

The company has policies and practices related to environmental conditions, occupational health, and workplace safety. A committee on occupational health, safety, and the environment in each hospital—or the responsible unit—conducts FMS rounds to ensure that these policies and practices are correctly implemented. The company also conducts appropriate workplace environmental inspections that cover the following risk areas:

Safety: Risk of injury from unsafe environments

Security: Risk to personal safety from violent threats, emergencies, or disasters

Hazardous Materials: Risk from exposure to chemicals or dangerous substances

Medical Equipment: Risk due to malfunctioning, defective, or unavailable medical equipment

Fire Safety: Risk of fire hazards

Utility: Risk of disruptions to electrical or utility systems

Upon risk assessment, priorities are set, goals and indicators are defined, and a management plan with timelines is created. Responsible personnel are assigned to follow up and evaluate outcomes. Every hospital must at minimum implement the following activities:

1. Annual health check-ups with screening tailored to individual risks and work locations
2. Training on infection prevention and control, including the correct use of personal protective equipment for relevant departments and essential external contractors or outsourced staff operating within the hospital
3. Annual campaigns and educational activities on quality, occupational health, and workplace safety
4. Inclusion of occupational health and safety knowledge in new employee orientation programs
5. Annual fire safety training and evacuation drills
6. Emergency Code simulation drills for various emergency scenarios

Reference link for Safety and occupational health at work : <https://drive.google.com/file/d/1Y5tWFsEdwKLiTr3wPdJOUwkqqqZoXsyn/view>

Page number of the reference link : 132

Promotion of compliance with the business code of conduct

Promotion for the board of directors, executives, and employees to comply with the business code of conduct : Yes

Promoting Employee Adherence to the Code of Conduct

The company places great importance on encouraging all employees to uphold and strictly follow the Code of Business Conduct in order to foster a corporate culture of transparency, integrity, and social responsibility. The following measures have been implemented to promote this commitment:

1. Acknowledgement of the Code of Business Conduct

Upon onboarding, all new employees receive the company's Code of Business Conduct document to study and understand. They are also required to sign an acknowledgment form on their first day of work. This process ensures that employees are aware of the guidelines for appropriate conduct and ethical behavior from the very beginning of their employment.

2. Learning through the Online Platform (E-Learning)

The company provides training on the Code of Conduct via the E-Learning system through the PRINC Academy platform. This allows employees to easily access and complete the training at their convenience. In addition, an annual refresh training is required to reinforce understanding and continuously emphasize the importance of compliance with the Code.

Reference link for the process of promotion for the board of directors, executives, and employees to comply with the business code of conduct : <https://drive.google.com/file/d/1Y5tWFsEdwKLiTr3wPdJOUwkqqqZoXsyn/view>

Page number of the reference link : 198-199

Participation in anti-corruption networks

Participation or declaration of intent to join anti-corruption networks : Yes

Anti-corruption networks or projects the company has joined : Thai Private Sector Collective Action Against Corruption (CAC)
or declared intent to join CAC membership certification status : Certified
Certification document of CAC membership status : Screenshot.jpg,
United Nations Global Compact (UNGC)
Certification document of UNGC membership status : Letter of
Commitment.pdf

Diagram of participation in anti-corruption networks



Company Information

**Type:**

Company

Country:

Thailand

Sector:

Medical equipment and services; Health care providers

Ownership:

Publicly Listed

Global Compact Status:

Active

Participant Since

11 December 2023

Letter of Commitment**Next Communication on****Progress (COP) due on:**

31 July 2025

Share Profile

Information on material changes and developments in policy and corporate governance system over the past year

Material changes and developments related to the review of policy and guidelines in corporate governance system or board of directors' charter

In the past year, did the company review the corporate governance policy and guidelines, or board of directors' charter : Yes

Material changes and developments in policy and guidelines over the past year : Yes

Review of Corporate Governance Policy

Key updates were made in the following areas:

- General information has been updated, including the nature of business operations, management structure, and an appropriate capital structure.
- Expanded coverage to include current business ethics with partners and updated the whistleblowing policy in line with new regulations.
- Added policies on personal data protection, privacy, and taxation in accordance with applicable laws and good corporate governance practices.

Implementation of the CG Code for listed companies

Implementation of the CG Code as prescribed by the SEC : Fully implement

Over the past year, the Company has continued to adhere to and implement the principles of good corporate governance. It has also reviewed and revised various corporate governance policies to ensure alignment with relevant internal regulations and submitted them to the Board of Directors for approval.

In addition, the Company has monitored and ensured compliance with good corporate governance practices, as

follows:

- Renewed its self-assessment certification based on the 71 items of the Thai Private Sector Collective Action Against Corruption (CAC) in 2024, and successfully received its second renewal.
- Appointed a new Chairman of the Board of Directors who is an independent director, in accordance with Guideline 3.2.1 of the Corporate Governance Code for Listed Companies 2017 (CG Code 2017), issued by the Securities and Exchange Commission (SEC).
- Provided an opportunity for minority shareholders to propose meeting agenda items and nominate individuals for consideration as company directors in advance of the 2025 Annual General Meeting of Shareholders, during the period from October 28, 2024, to December 31, 2024.

Other corporate governance performance and outcomes

Hospital Accreditation

As the hospital business is directly related to the health and lives of service recipients, adherence to standards and the quality of medical treatment is a top priority for the Company and is considered a critical sustainability issue at the highest level.

Therefore, to ensure confidence among service recipients and related agencies, all hospitals have continuously undergone certification processes for various hospital standards every year.

In 2024, hospitals within the network received reaccreditation and new accreditation as follows:

1. JCI (Joint Commission International) Standard

- Pitsanuvej Phitsanulok Hospital
- Princ Hospital Suvarnabhumi

2.HA (Hospital Accreditation by the Healthcare Accreditation Institute) Level 3

- Princ Hospital Paknampo 1
- Princ Hospital Paknampo 2
- Virajsilp Hospital Chumphon
- Pitsanuvej Phichit Hospital
- Princ Hospital Sisaket

3.HA (Hospital Accreditation by the Healthcare Accreditation Institute) Level 2

- Pitsanuvej Uttaradit Hospital
- Princ Hospital Uthai Thani
- Princ Hospital Lamphun
- Sirivet Hospital Lamphun
- Princ Hospital Ubon Ratchathani
- Princ Hospital Suvarnabhumi
- Princ Hospital Sakon Nakhon
- Ruamphat Hospital Phitsanulok

4. Laboratory Accreditation (LA)

(Certified by the Medical Technology Council for quality management systems in medical laboratory work)

- Princ Hospital Paknampo 1
- Princ Hospital Paknampo 2
- Princ Hospital Uthai Thani
- Princ Hospital Lamphun
- Princ Hospital Sisaket
- Pitsanuvej Phichit Hospital

5. Pharmacy Service Accreditation

(Certified by the Hospital Pharmacy Professional Organization)

- Princ Hospital Paknampo 1
- Princ Hospital Paknampo 2
- Pitsanuvej Phichit Hospital
- Virajsilp Hospital Chumphon
- Princ Hospital Sisaket

Corporate Governance Structure

Information on corporate governance structure

Corporate governance structure

Corporate governance structure diagram

Corporate governance structure as of date : 1 Mar 2025

Corporate governance structure diagram

Information on the board of directors

Information on the board of directors

Composition of the board of directors

	2024	
	Male (persons)	Female (persons)
Total directors	11	
	9	2
Executive directors	4	
	4	0
Non-executive directors	7	
	5	2
Independent directors	6	
	4	2
Non-executive directors who have no position in independent directors	1	
	1	0

	2024	
	Male (%)	Female (%)
Total directors	100.00	
	81.82	18.18
Executive directors	36.36	
	36.36	0.00
Non-executive directors	63.64	
	45.45	18.18
Independent directors	54.55	
	36.36	18.18
Non-executive directors who have no position in independent directors	9.09	
	9.09	0.00

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

	2024	
	Male (years)	Female (years)
Average age of board of directors	57	
	58	52

The information on each director and controlling person

List of the board of directors

List of directors	Position	First appointment date of director	Skills and expertise
<p>1. Mr. CHANIN KHAOCHAN Gender: Male Age : 61 years Highest level of education : Bachelor's degree Study field of the highest level of education : Engineering Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesn't Have Legal offenses in the past 5 years : Doesn't Have DAP course : No DCP course : Yes</p>	<p>Chairman of the Board of Directors (Non-executive directors, Independent director)</p> <p>Authorized directors as per the company's certificate of registration : No</p> <p>Type of director : Newly appointed director to replace the ex-director</p>	25 Apr 2024	Business Administration, Engineering, Corporate Management, Sustainability, Strategic Management
<p>2. Mr. Krittavith Lertutsahakul Gender: Male Age : 67 years Highest level of education : Bachelor's degree Study field of the highest level of education : Medicine Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesn't Have Legal offenses in the past 5 years : Doesn't Have DAP course : Yes DCP course : Yes</p>	<p>Vice-chairman of the Board of Directors (Executive Directors)</p> <p>Authorized directors as per the company's certificate of registration : Yes</p> <p>Type of director : Existing director</p>	19 Dec 2023	Health Care Services, Marketing, Sustainability, Business Administration
<p>3. Mr. SAKARIN TANGKAVACHIRANON Gender: Male Age : 58 years Highest level of education : Master's degree Study field of the highest level of education : Management Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesn't Have Legal offenses in the past 5 years : Doesn't Have DAP course : No DCP course : Yes</p>	<p>Director (Non-executive directors)</p> <p>Authorized directors as per the company's certificate of registration : No</p> <p>Type of director : Existing director</p>	29 Jun 2021	Engineering, Business Administration

List of directors	Position	First appointment date of director	Skills and expertise
<p>4. Mr. ANUPHAN KITNITCHIVA</p> <p>Gender: Male</p> <p>Age : 61 years</p> <p>Highest level of education : Doctoral degree</p> <p>Study field of the highest level of education : Development Administration</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Family relationship between directors and executives : Doesn't Have</p> <p>Legal offenses in the past 5 years : Doesn't Have</p> <p>DAP course : No</p> <p>DCP course : Yes</p>	<p>Director (Non-executive directors, Independent director)</p> <p>Authorized directors as per the company's certificate of registration : No</p> <p>Type of director : Existing director</p>	25 Apr 2022	Law, Business Administration
<p>5. Mr. Panu Boonsombat</p> <p>Gender: Male</p> <p>Age : 47 years</p> <p>Highest level of education : Doctoral degree</p> <p>Study field of the highest level of education : Business Administration</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Family relationship between directors and executives : Doesn't Have</p> <p>Legal offenses in the past 5 years : Doesn't Have</p> <p>DAP course : No</p> <p>DCP course : Yes</p>	<p>Director (Executive Directors)</p> <p>Authorized directors as per the company's certificate of registration : No</p> <p>Type of director : Existing director</p>	25 Apr 2022	Marketing, Business Administration
<p>6. Mr. Tharin Eampetcharapong</p> <p>Gender: Male</p> <p>Age : 57 years</p> <p>Highest level of education : Master's degree</p> <p>Study field of the highest level of education : Business Administration</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Family relationship between directors and executives : Doesn't Have</p> <p>Legal offenses in the past 5 years : Doesn't Have</p> <p>DAP course : No</p> <p>DCP course : Yes</p>	<p>Director (Executive Directors)</p> <p>Authorized directors as per the company's certificate of registration : Yes</p> <p>Type of director : Existing director</p>	9 Aug 2023	Health Care Services, Finance, Business Administration

List of directors	Position	First appointment date of director	Skills and expertise
<p>7. Mr. Pawat Thanawutsirawat Gender: Male Age : 52 years Highest level of education : Master's degree Study field of the highest level of education : Computer Information systems Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesn't Have Legal offenses in the past 5 years : Doesn't Have DAP course : No DCP course : Yes</p>	<p>Director (Executive Directors)</p> <p>Authorized directors as per the company's certificate of registration : Yes</p> <p>Type of director : Existing director</p>	9 Aug 2023	Information & Communication Technology, Marketing
<p>8. Ms. SEERADA TIEMPRASERT Gender: Female Age : 48 years Highest level of education : Master's degree Study field of the highest level of education : Science-International Business Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesn't Have Legal offenses in the past 5 years : Doesn't Have DAP course : No DCP course : Yes</p>	<p>Director (Non-executive directors, Independent director)</p> <p>Authorized directors as per the company's certificate of registration : No</p> <p>Type of director : Existing director</p>	6 Oct 2023	Finance, Business Administration
<p>9. Mr. KAJORNKIET AROONPIRODJANAKUL Gender: Male Age : 63 years Highest level of education : Master's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesn't Have Legal offenses in the past 5 years : Doesn't Have DAP course : No DCP course : Yes</p>	<p>Director (Non-executive directors, Independent director)</p> <p>Authorized directors as per the company's certificate of registration : No</p> <p>Type of director : Newly appointed director to replace the ex-director</p>	26 Apr 2024	Accounting, Finance, Business Administration

List of directors	Position	First appointment date of director	Skills and expertise
<p>10. Mr. WATSON CHANSAJCHA</p> <p>Gender: Male</p> <p>Age : 61 years</p> <p>Highest level of education : Master's degree</p> <p>Study field of the highest level of education : Engineering</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Family relationship between directors and executives : Doesn't Have</p> <p>Legal offenses in the past 5 years : Doesn't Have</p> <p>DAP course : Yes</p> <p>DCP course : Yes</p>	<p>Director</p> <p>(Non-executive directors, Independent director)</p> <p>Authorized directors as per the company's certificate of registration : No</p> <p>Type of director : Newly appointed director to replace the ex-director</p>	29 Apr 2024	Engineering, Finance, Business Administration
<p>11. Mrs. NUANLADA NGAMTHANAPHAISARN</p> <p>Gender: Female</p> <p>Age : 57 years</p> <p>Highest level of education : Master's degree</p> <p>Study field of the highest level of education : Law</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Family relationship between directors and executives : Doesn't Have</p> <p>Legal offenses in the past 5 years : Doesn't Have</p> <p>DAP course : No</p> <p>DCP course : Yes</p>	<p>Director</p> <p>(Non-executive directors, Independent director)</p> <p>Authorized directors as per the company's certificate of registration : No</p> <p>Type of director : Newly appointed director to replace the ex-director</p>	9 Aug 2024	Law, Finance, Business Administration

Additional explanation:

() Any offense under the Securities and Exchange Act B.E. 2535 (1992) or the Derivatives Act B.E. 2546 (2003), only in the following cases:*

(1) Dishonest act or gross negligence

(2) Disclosure or dissemination of false information or statements that may be misleading or conceal material facts that should be notified, which may affect decision making of shareholders, investors or other parties involved

(3) Unfair acts or exploitation of investors in trading securities or derivatives, or participation in, or support to, such acts.

*(**) Shareholdings by persons related to directors or executives as prescribed in Section 59 of the Securities and Exchange Act B.E. 2535 (1992), such as spouses or cohabiting couple (unmarried couples living together openly), minor children, etc.*

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

List of directors	Position	Date of resignation / termination	Replacement director
<p>1. Mr. SATIT VIDDAYAKORN Gender: Male Age : 61 years Highest level of education : Doctoral degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesn't Have Legal offenses in the past 5 years : Doesn't Have DAP course : No DCP course : Yes</p>	<p>Chairman of the Board of Directors (Executive Directors) Authorized directors as per the company's certificate of registration : Yes</p>	21 Jun 2024	<p>Mrs. NUANLADA NGAMTHANAPHAISARN Appointment date of replacement director : 9 Aug 2024</p>
<p>2. Mr. SILLAPAPORN SRIJUNPETCH Gender: Male Age : 64 years Highest level of education : Master's degree Study field of the highest level of education : Accounting Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesn't Have Legal offenses in the past 5 years : Doesn't Have DAP course : Yes DCP course : No</p>	<p>Director (Non-executive directors, Independent director) Authorized directors as per the company's certificate of registration : No</p>	25 Apr 2024	<p>Mr. CHANIN KHAOCHAN Appointment date of replacement director : 25 Apr 2024</p>
<p>3. Mrs. UNAKORN PHRUITHITHADA Gender: Female Age : 67 years Highest level of education : Master's degree Study field of the highest level of education : Accounting Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesn't Have Legal offenses in the past 5 years : Doesn't Have DAP course : No DCP course : Yes</p>	<p>Director (Non-executive directors, Independent director) Authorized directors as per the company's certificate of registration : No</p>	26 Apr 2024	<p>Mr. KAJORNKIET AROONPIRODJANAKUL Appointment date of replacement director : 25 Apr 2024</p>

List of directors	Position	Date of resignation / termination	Replacement director
4. Mr. NATTAWUTH PRASERTSIRIPONG Gender: Male Age : 65 years Highest level of education : Master's degree Study field of the highest level of education : Political Science Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesn't Have Legal offenses in the past 5 years : Doesn't Have DAP course : No DCP course : Yes	Director (Non-executive directors) Authorized directors as per the company's certificate of registration : No	29 Apr 2024	Mr. WATSON CHANSAJCHA Appointment date of replacement director : 29 Apr 2024

Additional explanation:

(*) Any offense under the Securities and Exchange Act B.E. 2535 (1992) or the Derivatives Act B.E. 2546 (2003), only in the following cases:

(1) Dishonest act or gross negligence

(2) Disclosure or dissemination of false information or statements that may be misleading or conceal material facts that should be notified, which may affect decision making of shareholders, investors or other parties involved

(3) Unfair acts or exploitation of investors in trading securities or derivatives, or participation in, or support to, such acts.

(**) Shareholdings by persons related to directors or executives as prescribed in Section 59 of the Securities and Exchange Act B.E. 2535 (1992), such as spouses or cohabiting couple (unmarried couples living together openly), minor children, etc.

List of the board of directors by position

List of the board of directors	Position	Executive directors	Non-executive directors	Independent directors	Non-executive directors who have no position in independent directors	Authorized directors as per the company's certificate of registration
1. Mr. CHANIN KHAOCHAN	Chairman of the Board of Directors		✓	✓		
2. Mr. Krittavith Lertutsahakul	Vice-chairman of the Board of Directors	✓				✓
3. Mr. SAKARIN TANGKAVACHIRANON	Director		✓		✓	
4. Mr. ANUPHAN KITNITCHIVA	Director		✓	✓		
5. Mr. Panu Boonsombat	Director	✓				
6. Mr. Tharin Eampetcharapong	Director	✓				✓
7. Mr. Pawat Thanawutsirawat	Director	✓				✓
8. Ms. SEERADA TIEMPRASERT	Director		✓	✓		
9. Mr. KAJORNKIET AROONPIRODJANAKUL	Director		✓	✓		
10. Mr. WATSON CHANSAJCHA	Director		✓	✓		
11. Mrs. NUANLADA NGAMTHANAPHAISARN	Director		✓	✓		
Total (persons)		4	7	6	1	3

Overview of director skills and expertise

Skills and expertise	Number (persons)	Percent (%)
1. Health Care Services	2	18.18
2. Information & Communication Technology	1	9.09
3. Law	2	18.18
4. Marketing	3	27.27
5. Accounting	1	9.09
6. Finance	5	45.45
7. Sustainability	2	18.18
8. Corporate Management	1	9.09
9. Engineering	3	27.27
10. Strategic Management	1	9.09
11. Business Administration	10	90.91

Information about the other directors

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

Additional explanation : (*) Composition of the Board of Directors is calculated from the Board of Directors data in the year 2022 onwards

(**) If a remark is specified, the remark from the most recent year will be displayed

The measures for balancing the power between the board of directors and the Management

The measures for balancing the power between the board of : Doesn't Have
directors and the Management

Information on the roles and duties of the board of directors

Board charter : Have

1. Objective

The Company's Board of Directors shall be appointed by the shareholders and in the capacity as the representative of the shareholders, then shall play a crucial role to build the confidence and to create the company's values as well as to generate a return on investment to the shareholders so that the performance of duty of the Board of Directors shall be in efficient and effective ways.

2. Composition and appointment

Directors shall be elected at a shareholders meeting, in which each shareholder shall have one vote for one share.

- The Board of Directors consists of 5 board members at the minimum. More than half of board members must have residence in Thailand and directors must have the qualifications as specified by laws.

- The appointment of directors shall be in accordance with the Articles of Association of the Company and the provisions of the relevant laws. Incidentally, the appointment of directors must be transparent and clear. The consideration must include the educational record and occupational experience and track record of such person with sufficient information to support the decision of the Board of Directors and the shareholders of the Company.

3. Qualification of the Board of Directors

1. A director of the Company must be a knowledgeable, capable, transparent, honest person, to be ethically businesslike and have sufficient time to devote his/her knowledge, ability and the performance of duty to the Company.

2. A director is forbidden to enroll as a partner or as a director of any other juristic persons that hold the same business type or being a competitor with the company, unless the shareholders shall be notified before the assignment in the meeting. Also, a director shall immediately inform to company if any direct or indirect conflict of interest has been concerned by any agreement with, or holding shares or debenture up or down in the company or the subsidiary company or the affiliated company.

3. A director must possess qualifications and does not have prohibited characteristics pursuant to the law governing the public limited company and the law governing securities and stock market.

4. Director who is independent or an independent director shall possess the qualifications as specified by the Stock Exchange of Thailand (SET) or the Securities and Exchange Commission (SEC), as the followings;

4.1 Hold not more than one percent of the total number of shares with a right to vote of the Company, the subsidiary company, related companies, a major shareholder or a person having the controlling power of the company, including also the shareholding by related persons of such an independent director, the associated company or a person who may have a conflict (including related persons according to Section 258 of Securities and Exchange Act).

4.2 Have never been or have used to be a director who has participated in the administration of work, of employees, members of the staff, an advisor receiving regular salary or person having the controlling power of the company, the parent company, subsidiary company, associated company, a subsidiary company of the same level, a major shareholder or a person having the controlling power which may have a conflict unless having been released of said characteristics for not less than two years prior to the date of appointment.

4.3 Is not a person of blood relation or by virtue of registration of marriage under the law in the characteristic of being a parent, a spouse, a sibling and children including the spouse of the children of the executive, a major shareholder, a person having the controlling power or a person who will be nominated to be the executive or the person having the controlling power of the company or the subsidiary.

4.4 Is not or used to have a business relation with the company, the parent company, the subsidiary, the associated company or a juristic person who may have a conflict in the characteristic that may obstruct free exercise of one's discretion including having never been or used to be a major shareholder, a director who is not an independent director or the executive of persons who have a business relation of the Company or a juristic person who may have a conflict, unless having been released of said characteristics for not less than two years prior to the date of appointment.

4.5 Is not or used to be an auditor of the company, of the parent company, the subsidiary, the associated company or a juristic person who may have a conflict and is not a major shareholder, a director who is not an independent director or an executive or partnership manager of the Audit Office in which there are present the auditors of the company or a juristic person who may have a conflict, unless having been released of said characteristics for not less than two years prior to the date of appointment.

4.6 Is not or used to be the provider of any professional service including the provision of a legal counseling service, a financial advisory service which receives the service fee of more than two million Baht per year from the Company, the parent company, the subsidiary, the associated company or from a juristic person who may have a conflict and incidentally, in the case of being the provider of professional service is a juristic person shall also include a major shareholder, a non-independent director, an executive or a partnership manager of the provider of such professional service, unless having been released of said characteristics for not less than two years prior to the date of appointment.

4.7 Not being a director who was appointed to be an agent of the director of the Company, of the major shareholders or the shareholders who are related to the major shareholders of the Company.

4.8 Is not engaged in a business of same condition or is of competitive nature of material importance with the Company or with the subsidiary or is not a partner of material importance in the partnership or a director having participated in the management of work, employees, members of the staff, advisors receiving regular salary or holding share more than one percent of the shares with the right to vote of other company which operates the business of same condition and is of competitive nature of material importance with the Company or with the subsidiary company.

4.9 Does not have any other characteristics which preclude the free exercise of independent opinion in relation to the operation of the Company.

5. A director who is independent or an independent director must be selected by the Board of Directors.

After having been appointed to be an independent director who possesses the qualifications under (4.1) to (4.9), an independent director may be assigned by the Board of Directors to exercise a decision regarding the operations of the company, the parent company, the subsidiary company, related company, a major shareholder or a person having the controlling power of the company, in a form of collective decision.

4. Power, Duty, Responsibility

1. To carry out the Company's business operations and perform their duties in accordance with the law, the Company's objectives, the Articles of Association, and the resolutions of the shareholders' meetings with honesty and integrity (Duty of Loyalty), circumspection and caution (Duty of Care), responsibility (Duty of Accountability), and ethics for the best interests of the Company, conforming to good corporate governance principles, and treating all shareholders equally.

2. To evaluate the performance of the president on an annual basis and to determine the remuneration of the president.

3. To determine the Company's vision, important policies and strategies, financial objectives, business plans, annual budget, risk and to monitor and supervise the management to ensure implementation of those policies an plans effectively and efficiently, and be responsible for the operating performance and executives' performance with best effort and carefulness.

4. To ensure that the accounting system, financial reports and accounting audit are accountable and ensure that the Company has procedures for assessing and monitoring the appropriateness, effectiveness and efficiency of internal control financial reports, and internal audit.

5. To monitor and resolve conflict of interests among stakeholders of the Company and set the guidelines on conducting transactions with conflict of interest so that the transactions are conducted for the best interests of the Company and all shareholders. Persons who have vested interests in a given transaction should not participate in decision-making process. The guidelines shall describe procedures and disclose information of transactions which may create a conflict of interest to ensure accuracy and completeness.

6. To consider appointment of a person who possesses qualifications and does not possess any characteristics prohibited under the Public Company Act B.E. 2535 and the laws governing securities and exchange and any relevant rules, regulations and/or notifications to be director in case there is a vacancy due to a cause other than retirement by rotation.

7. To consider appointment of independent directors by taking into consideration qualifications and prohibited characteristics under the laws governing securities and exchange, notifications of the Capital Market Supervisory Board, including relevant rules, regulations and/or notifications of Securities Exchange of Thailand or propose to a shareholders' meeting for appointment.

8. To consider appointment of audit committee members who have qualifications under the laws governing securities and exchange notifications of the Capital Market Supervisory Board, including rules, regulations and/or notifications of the Securities Exchange of Thailand.

9. To consider appointment of executive committee and assign authorities and responsibilities. The executive directors are entitled to receive rewards and pension prescribed by the board of directors. However, it does not affect the rights of the appointed executive directors to receive remuneration and other benefits as the Company's officers or employees as prescribed in the Company's article of association.

10. To consider appointment of risk management committee and assign the power to establish risk management policy to cover all activities of the company and assign management to implement the policy. The management shall report the result to the board of directors at least twice a year in the 2nd and 4th quarter or as assigned. The Company shall review the effectiveness of risk management system once a year and stay alert on early warning signs and unusual transactions.

11. To ensure that a written code of business conduct be in place so that all directors, executives and employees understand business ethical standards of the company. Compliance to the code should be closely monitored by the board of directors.

12. To appoint the company secretary in accordance with the Securities and Exchange Act who is responsible for preparing and assembling documents and other tasks as prescribed by the Capital Market Supervisory Board. The company secretary shall be in charge of supervising activities of the board of directors and the Company, which are arranging the board of directors' meetings and shareholders' meeting, advising the directors and the Company on conducts and relevant laws and regulations that they must comply in business operation on regular basis, and disclosing the Company's information accurately, completely, and transparently.

13. To establish anti-corruption policy to cover all activities of the company.

14. The company secretary shall report a summary of securities holding in the Company and affiliated companies by directors, their spouses, and minor child to the board of directors' meeting. A director shall notify the company without delay, through the company secretary, in the following cases; having a direct or indirect interest in any contract which is made by the Company - during an accounting year; change in proportion of securities holding in the Company and affiliated companies

15. To attend the training course relevant to director's work organized by the Thai Institute of Directors Association (IOD) for at least 1 course to enhance skills necessary to perform their duties. Directors can choose to attend the following courses: Director Accreditation Program (DAP), or Director Certification Program (DCP) or other equivalent training course.

16. Other duties of the directors prescribed in the notifications, regulations, or any other laws of the governing agencies.

17. To evaluate the implementation of corporate governance policy of the Company and review the policy on regular basis.

18. The board of directors can appoint and change the names of the authorized signatory director.

5. The tenure of office

A director of the company shall have tenure of 3 years each. At the annual general meeting of shareholders, the directors shall vacate office by one-third. If the number of directors is not divisible by three, it has to be the nearest one-third. The drawing lots shall be used for the members who have to be retired according to the first

paragraph at the first year and the second year after the enforcement of this charter. In subsequent years, the longest position member shall be retired. In case the longest position is more than one person, the drawing lots shall also be used. The retired member by rotation may be considered for reappointment. Additional retirement of a director than above term complete and rotation are

1. Death
2. Resignation
3. Lack of qualifications or have legal prohibition manners, has been sentenced on a criminal act, unless an offence committed by negligence or petty offence.
4. Shareholders agreed the retirement at the meeting with the vote not less than three-fourth of the total votes from attended and voted shareholders.
5. Court ordering

When the title is vacant by other causes than the rotation, the Board of Directors shall select a qualified person who does not have prohibited characteristics pursuant to the law governing the public limited company and the law governing securities and stock market to replace the vacancy in next Board of Directors' meeting, unless the term of resignation person less than 2 months left.

The resolution of the Board of Directors' meeting according to the first paragraph consists of the vote not less than three-fourth of the remaining directors.

A person who shall replace the vacancy according to the first paragraph can only take the title for the remaining period of term. The Board of Directors shall select one of the members to be Chairman of the Board. At the discretion of the Board of Directors, one or more directors may be selected to be Vice Chairman of the Board of Directors. The Vice Chairman shall have duties and responsibilities as per the Company's article of association, which has been assigned by the board of Directors.

The shareholders' meeting may pass a resolution to remove any directors from office prior to retirement by rotation, by a vote of not less than three-fourth of the number of shareholders attending the meeting and having the right to vote, and the shares held by them shall, in aggregate, amount to not less than one-half of the number of shares held by the shareholders attending the meeting and having the right to vote.

6. The Meeting of the Board of directors

1. The Chairman shall call for the Board meeting. In calling the Board meeting, the Chairman or any persons who have been assigned shall send the invitation letter to all directors at least 7 days before the date of meeting. Except in an emergency case so as to maintain the rights and benefits of the company, the invitation shall be by other methods or the meeting date shall be set earlier than normal. The Chairman or any assigned directors shall specify the date and place for the meeting, which can be specified at other places than the head office. In case that at least 2 directors request to call for the Board meeting, the Chairman shall specify the meeting date within 14 days from the date of requesting.

2. The company shall arrange the meeting at least once in each quarter at the place located in the area of head quarter, branch office or nearby provinces or any other places specified by the Board. The minutes of the Board of Directors' meeting as well as the minutes of meeting and the meeting resolution of the shareholder's meeting must be prepared and kept orderly.

3. Chairman of the Board shall be chairman of the meeting, by controlling the meeting of the Board to be carried on according to the meeting's agenda and supporting every member to participate in the meeting such as raising questions or concerns, providing the consultations and suggestions to the management as well as supporting the company's business operation, without interfering the company's administration.

4. A director who has a conflict of interest on any agenda being considered in the meeting significantly, such director must leave the meeting during that agenda.

5. A company secretary is responsible to record and prepare the minutes of meeting, to store the minute of meetings and related documents, and to support the Board of Directors to be able to perform according to the rules, regulations and the shareholders' resolution, including to coordinate with related parties.

7. Quorum

There must be more than half of board members attend the Board of Directors' meeting. Voting in the meeting, the resolution shall come from the majority of votes from attended board members. A director having the conflict of interest in any matters has no voting right in such matters. If votes are equal, the chairman of the meeting shall vote as additional vote as to be decided vote.

8. Information disclosure

The Board of Directors shall ensure the disclosure of the company's data and information, both financially and

non-financially, to be disclosed in a completely, fairly, reliably, consistently and timely manner as well as to be strictly complied with the rules and regulations of the Stock Exchange of Thailand and Securities and Exchange Commission.

9. Reviewing and improving the Charter

The Board of Directors shall review this charter every year and shall suggest the improvement as appropriate.

This charter shall come into force from the date 11th November 2015.

Reference link for the board charter : <https://website-storage.princhealth.com/capital/about/20231225044258->

Information on subcommittees

Information on subcommittees

Information on roles of subcommittees

Roles of subcommittees

Audit Committee

Role

- Audit of financial statements and internal controls

Scope of authorities, role, and duties

-

Reference link for the charter

-

Executive Committee

Role

- Others
 - -

Scope of authorities, role, and duties

-

Reference link for the charter

-

Corporate Governance Committee

Role

- Corporate governance

Scope of authorities, role, and duties

-

Reference link for the charter

-

Sustainable Development Committee

Role

- Sustainability development

Scope of authorities, role, and duties

-

Reference link for the charter

-

Nomination and Remuneration Committee

Role

- Director and executive nomination
- Remuneration

Scope of authorities, role, and duties

-

Reference link for the charter

-

Risk Management Committee

Role

- Risk management

Scope of authorities, role, and duties

-

Reference link for the charter

-

Information on each subcommittee

List of audit committee

List of directors	Position	Appointment date of audit committee member	Skills and expertise
<p>1. Mr. KAJORNKIET AROONPIRODJANAKUL (*)</p> <p>Gender: Male</p> <p>Age : 63 years</p> <p>Highest level of education : Master's degree</p> <p>Study field of the highest level of education : Business Administration</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Expertise in accounting information review : Yes</p>	<p>Chairman of the audit committee</p> <p>(Non-executive directors, Independent director)</p> <p>Director type : Newly appointed director to replace the ex-director</p>	10 May 2024	Accounting, Finance, Business Administration
<p>2. Mr. WATSON CHANSAJCHA</p> <p>Gender: Male</p> <p>Age : 61 years</p> <p>Highest level of education : Master's degree</p> <p>Study field of the highest level of education : Engineering</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Expertise in accounting information review : No</p>	<p>Member of the audit committee</p> <p>(Non-executive directors, Independent director)</p> <p>Director type : Newly appointed director to replace the ex-director</p>	29 Apr 2024	Engineering, Finance, Business Administration
<p>3. Mrs. NUANLADA NGAMTHANAPHAISARN</p> <p>Gender: Female</p> <p>Age : 57 years</p> <p>Highest level of education : Master's degree</p> <p>Study field of the highest level of education : Law</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Expertise in accounting information review : No</p>	<p>Member of the audit committee</p> <p>(Non-executive directors, Independent director)</p> <p>Director type : Newly appointed director to replace the ex-director</p>	9 Aug 2024	Law, Finance, Business Administration

Additional explanation :

() Directors with expertise in accounting information review*

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

List of directors	Position	Date of resignation / termination	Replacement committee member
1. Mrs. UNAKORN PHRUITHITHADA ^(*) Gender: Female Age : 67 years Highest level of education : Master's degree Study field of the highest level of education : Accounting Thai nationality : Yes Residence in Thailand : Yes Expertise in accounting information review : Yes	Chairman of the audit committee (Non-executive directors, Independent director)	26 Apr 2024	-
2. Mr. SILLAPAPORN SRIJUNPETCH ^(*) Gender: Male Age : 64 years Highest level of education : Master's degree Study field of the highest level of education : Accounting Thai nationality : Yes Residence in Thailand : Yes Expertise in accounting information review : Yes	Member of the audit committee (Non-executive directors, Independent director)	25 Apr 2024	-
3. Mr. Panu Boonsombat Gender: Male Age : 47 years Highest level of education : Doctoral degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residence in Thailand : Yes Expertise in accounting information review : No	Member of the audit committee (Non-executive directors, Independent director)	29 Apr 2024	-
4. Mr. CHANIN KHAOCHAN Gender: Male Age : 61 years Highest level of education : Bachelor's degree Study field of the highest level of education : Engineering Thai nationality : Yes Residence in Thailand : Yes Expertise in accounting information review : No	Member of the audit committee (Non-executive directors, Independent director)	9 Aug 2024	Mrs. NUANLADA NGAMTHANAPHAISARN Appointment date of replacement committee member : 9 Aug 2024

Additional explanation :

(*) Directors with expertise in accounting information review

List of executive committee members

List of committee members	Position	Appointment date of executive committee member
<p>1. Mr. Krittavith Lertutsahakul Gender: Male Age : 67 years Highest level of education : Bachelor's degree Study field of the highest level of education : Medicine Thai nationality : Yes Residence in Thailand : Yes</p>	The chairman of the executive committee	9 Nov 2022
<p>2. Mr. Tharin Eampetcharapong Gender: Male Age : 57 years Highest level of education : Master's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residence in Thailand : Yes</p>	Member of the executive committee	6 Oct 2023
<p>3. Mr. Pawat Thanawutsirawat Gender: Male Age : 52 years Highest level of education : Master's degree Study field of the highest level of education : Computer Information systems Thai nationality : Yes Residence in Thailand : Yes</p>	Member of the executive committee	6 Oct 2023
<p>4. Ms. Atiya Awachanakarn Gender: Female Age : 43 years Highest level of education : Master's degree Study field of the highest level of education : Finance Thai nationality : Yes Residence in Thailand : Yes</p>	Member of the executive committee	26 Jun 2024
<p>5. Mr. Panu Boonsombat Gender: Male Age : 47 years Highest level of education : Doctoral degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residence in Thailand : Yes</p>	Member of the executive committee	26 Jun 2024

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

List of directors	Position	Date of resignation / termination	Replacement committee member
1. Mrs. ACHARA RATANAPHUNSRI Gender: Female Age : 50 years Highest level of education : Doctoral degree Study field of the highest level of education : Organization Development Thai nationality : Yes Residence in Thailand : Yes Expertise in accounting information review : Yes	Member of the executive committee	6 Oct 2023	-
2. Mr. SATIT VIDDAYAKORN Gender: Male Age : 61 years Highest level of education : Doctoral degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residence in Thailand : Yes Expertise in accounting information review : Yes	The chairman of the executive committee	21 Jun 2024	-

Other Subcommittees⁽¹⁰⁾

Subcommittee name	Name list	Position
Corporate Governance Committee	Mr. WATSON CHANSAJCHA	The chairman of the subcommittee (Independent director)
	Mr. KAJORNKIET AROONPIRODJANAKUL	Member of the subcommittee (Independent director)
	Ms. Atiya Awachanakarn	Member of the subcommittee
Sustainable Development Committee	Mr. ANUPHAN KITNITCHIVA	The chairman of the subcommittee (Independent director)
	Mr. Krittavith Lertutsahakul	Member of the subcommittee
	Ms. Atiya Awachanakarn	Member of the subcommittee
	Mr. CHANIN KHAOCHAN	Member of the subcommittee (Independent director)
Nomination and Remuneration Committee	Mr. ANUPHAN KITNITCHIVA	The chairman of the subcommittee (Independent director)
	Mr. Krittavith Lertutsahakul	Member of the subcommittee
	Mr. WATSON CHANSAJCHA	Member of the subcommittee (Independent director)

Subcommittee name	Name list	Position
Risk Management Committee	Mr. NATTAWUTH PRASERTSIRIPONG	The chairman of the subcommittee
	Mr. Krittavith Lertutsahakul	Member of the subcommittee
	Mr. Tharin Eampetcharapong	Member of the subcommittee
	Mr. Pawat Thanawutsirawat	Member of the subcommittee

Remark: ⁽¹⁰⁾ As of 31 December 2024

Information on the executives

Information on the executives

List and positions of the executive

List of the highest-ranking executive and the next four executives⁽¹¹⁾

List of executives	Position	First appointment date	Skills and expertise
<p>1. Mr. Krittavith Lertutsahakul Gender: Male Age : 67 years Highest level of education : Bachelor's degree Study field of the highest level of education : Medicine Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : No</p>	<p>Managing Director (The highest-ranking executive)</p>	26 Apr 2023	Health Care Services, Marketing, Sustainability, Business Administration
<p>2. Mr. Tharin Eampetcharapong^(*) Gender: Male Age : 57 years Highest level of education : Master's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : Yes Accounting supervisor : No</p>	Chief Financial Officer	1 Jun 2023	Health Care Services, Finance, Business Administration
<p>3. Mrs. ACHARA RATANAPHUNSRI Gender: Female Age : 50 years Highest level of education : Doctoral degree Study field of the highest level of education : Organization Development Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : No</p>	Chief Internal Auditor	1 Apr 2023	Corporate Management, Internal Control
<p>4. Ms. Atiya Awachanakarn Gender: Female Age : 43 years Highest level of education : Master's degree Study field of the highest level of education : Finance Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : No</p>	Chief Sustainability Officer	1 Apr 2023	Finance, Sustainability

List of executives	Position	First appointment date	Skills and expertise
5. Mr. Tawan Juengsman Gender: Male Age : 42 years Highest level of education : Bachelor's degree Study field of the highest level of education : Medicine Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : No	Chief Operating Officer	1 Aug 2024	Health Care Services, Marketing, Business Administration
6. Mr. Kanut Sirisuwat Gender: Male Age : 41 years Highest level of education : Master's degree Study field of the highest level of education : Economics Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : No	Chief Business Expansion Officer	1 Apr 2024	Finance, Business Administration, Marketing

Additional Explanation :

(*) Highest responsibility in corporate accounting and finance

(**) Accounting supervisor

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

Remark: ⁽¹¹⁾ As of 31 December 2025

Remuneration policy for executive directors and executives

The remuneration package for the executive of the Company will be based on the experience, responsibilities and individual performance in the level that can motivate and retain good quality executives. It also takes the Company's performance into consideration and comparing with the remuneration of other companies in the same industry.

Remuneration of executive directors and executives

Monetary remuneration of executive directors and executives

	2022	2023	2024
Total remuneration of executive directors and executives (baht)	38,555,429.00	57,170,000.00	40,885,000.00

Outstanding remuneration or benefits of executive directors and executives

Outstanding remuneration or benefits of executive directors : 0.00
and executives in the past year

Estimated remuneration of executive directors and executives : 0.00
in the current year

Other significant information

Other significant information

Assigned person

List of persons assigned for accounting oversight

General information	Email	Telephone number
1. Ms. Preeyaporn Aphiwartwittaya	preeyaporn@principalcapital.co.th	-

List of the company secretary

General information	Email	Telephone number
1. Ms. Atiya Awachanakarn	atiya@principalcapital.co.th	-

List of the head of internal audit or outsourced internal auditor

General information	Email	Telephone number
1. Dr. Achara Ratanaphunsri	achara.ra@principalcapital.co.th	-
2. Ms. Kantima Kongsomyuti	pk_kantima@hotmail.com	-

Head of investor relations

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

List of the head of investor relations

General information	Email	Telephone number
1. Ms. Daranee Pongthamsuk	daranee.po@princhealth.com	-

Company's auditor

Details of the company's auditor

Audit firms	Audit fee (Baht)	Other service fees	Names and general information of auditors
PRICEWATERHOUSECOOPERS ABAS COMPANY LIMITED 15TH FLOOR, BANGKOK CITY TOWER, 179/74-80 SOUTH SATHORN ROAD THUNG MAHA MEK SATHON Bangkok 10120 Telephone number +66 2844 1000	14,540,950.0 0	Types of non-audit service : - Travelling expense and accommodation expense - Agreed- upon procedures – BOI Promotion Certificate - Other expenses Details of non-audit service : - Travelling expense and accommodation expense amounting to Bath 308,628.01 - Agreed-upon procedures – BOI Promotion Certificate amounting to Bath 80,000. - Other expenses amounting to Bath 460,515.00 Total non-audit fee 849,143.01 baht	1. Ms. SANICHA AKARAKITILAP Email: sanicha.akarakittilap@pwc.com License number: 8470

Assigned personnel in case of a foreign company

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

Performance Report on Corporate Governance

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

Selection, development and evaluation of duty performance of the board of directors

Information about the selection of the board of directors

List of newly appointed director to replace the ex-director

List of directors	Position	First appointment date of director	Skills and expertise
Mr. CHANIN KHAOCHAN	Chairman of the Board of Directors	25 Apr 2024	Business Administration, Engineering, Corporate Management, Sustainability, Strategic Management
Mr. KAJORNKIET AROONPIRODJANAKUL	Director	26 Apr 2024	Accounting, Finance, Business Administration
Mr. WATSON CHANSAJCHA	Director	29 Apr 2024	Engineering, Finance, Business Administration
Mrs. NUANLADA NGAMTHANAPHAISARN	Director	9 Aug 2024	Law, Finance, Business Administration

Selection of independent directors

Criteria for selecting independent directors

Qualifications of Independent Directors of Principal Capital Public Company Limited. It was in line with the definition of the Capital Market Supervisory Board

1. Holding no more than one percent of the total voting shares.
2. Not being an executive director involved in the management of the business, employee, staff, advisor earning regular monthly salary, controlling person during the period of two preceding years. Relaxation of this requirement is in the case where the person is retired as a government official or as a consultant of a government agency which is a majority shareholder or has controlling interest for less than 2 years.
3. Not being a person who is relate by blood or legal relations with a director or an executive.
4. Not having a business relationship with including not being the significant shareholder or the controlling person of a juristic person having a business relationship with the company in an amount starting from 20 million baht or more or from three percent of NTA, whichever amount is lower, unless such foregoing relationships have ended for at least two years prior to the date of filing.
5. Not being an auditor of the company, its parent company, subsidiary, associate company, a major shareholder, a controlling person, unless such foregoing relationships have ended for at least two years prior to the date of filing.
6. Not being a provider of professional services, a significant shareholder, controlling person, or partner of such provider with a service fee of more than two million baht per year during the period of two preceding year. * In case of a person who has qualifications inconsistent with 4 and 6, he or she shall be granted an exemption from such prohibition, provided that the issuer has obtained an opinion of the board of directors indicating that after a consideration in accordance with the principle in Section 89/7, the appointment of such person does not affect the performance of duties and the giving of independent opinions, and that the following information has also been disclosed in the notice calling the shareholders' meeting.
7. Not being a director who is appointed as the representative of directors of the issuer, major shareholder or shareholder who is a connected person of a majority shareholder.
8. Not undertaking any business of the same nature and in competition with the company and the subsidiary, or holding more than one percent of the voting shares, or being a managing director, employee, staff, advisor with a regular

monthly salary, person with controlling interest in such business.

9. Not having any other characteristics that cause the inability to express independent opinions.

10. An independent director can be an independent director of an affiliated company, but a member of the Audit Committee is prohibited from being a director of a parent company, subsidiary or subsidiary at the same level (sister company) which are listed companies.

11. After being appointed as an independent director, that independent director may be assigned by the board of directors to make a decision on the business operation, the parent company, subsidiary, associate company, sister company, major shareholder or controlling person in the form of collective decision. However, a member of the Audit Committee is prohibited from taking part in the decision-making on the business operation.

Business or professional relationships of independent directors over the past year

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

Selection of directors and the highest-ranking executive

Method for selecting directors and the highest-ranking executive

Method for selecting persons to be appointed as directors : Yes
through the nomination committee

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

Number of directors from major shareholders

Number of directors from each group of major shareholders : 1
over the past year (persons)

Rights of minority shareholders on director appointment

Qualification of Shareholder

The shareholders who wish to propose the director nominee must possess qualifications according to the criteria as follows:

1. Being the shareholder of the company which can be either one shareholder or combined shareholders and holding shares not less than 5% of the total voting rights of the Company on the date that shareholder nominates the director and on the Record date in order to determine the right of the shareholders to attend the AGM of that year. Or

2. Being the shareholder of the company which can be either one shareholder or combined shareholders and holding shares not less than 300,000 shares and having continuously held those shares for at least one year until the date that shareholder nominates the director and on the Record date in order to determine the right of the shareholders to attend the AGM of that year.

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

Information on the development of directors

Development of directors over the past year

Details of the development of directors over the past year

List of directors	Participation in training in the past financial year	History of training participation
1. Mr. CHANIN KHAOCHAN (Chairman of the Board of Directors)	Participating	Thai Institute of Directors (IOD) <ul style="list-style-type: none"> • 2024: Director Certification Program (DCP) • 2024: Role of the Chairman Program (RCP)
2. Mr. Krittavith Lertutsahakul (Vice-chairman of the Board of Directors)	Participating	Thai Institute of Directors (IOD) <ul style="list-style-type: none"> • 2024: ESG in the Boardroom: A Practical Guide for Board (ESG) Other <ul style="list-style-type: none"> • 2024: Board Nomination and Compensation Strategies (Display information in Thai language only)
3. Mr. SAKARIN TANGKAVACHIRANON (Director)	Non-participating	-
4. Mr. ANUPHAN KITNITCHIVA (Director)	Participating	Other <ul style="list-style-type: none"> • 2024: Board Nomination and Compensation Strategies (Display information in Thai language only)
5. Mr. Panu Boonsombat (Director)	Participating	Other <ul style="list-style-type: none"> • 2024: Digital Marketing Strategies - Data, Automation, and AI & Analytics , Kellogg School of Management, USA (Display information in Thai language only)
6. Mr. Tharin Eampetcharapong (Director)	Participating	Other <ul style="list-style-type: none"> • 2024: e-learning CFO's Orientation, ตลาดหลักทรัพย์แห่งประเทศไทย (Display information in Thai language only)
7. Mr. Pawat Thanawutsirawat (Director)	Non-participating	-
8. Ms. SEERADA TIEMPRASERT (Director)	Non-participating	-
9. Mr. KAJORNKIET AROONPIRODJANAKUL (Director)	Non-participating	-
10. Mr. WATSON CHANSAJCHA (Director)	Participating	Thai Institute of Directors (IOD) <ul style="list-style-type: none"> • 2025: Advanced Audit Committee Program (AAP) • 2024: Director Accreditation Program (DAP) • 2024: Director Certification Program (DCP) Other <ul style="list-style-type: none"> • 2024: Board Nomination and Compensation Strategies (Display information in Thai language only)
11. Mrs. NUANLADA NGAMTHANAPHAISARN (Director)	Participating	Thai Institute of Directors (IOD) <ul style="list-style-type: none"> • 2025: Advanced Audit Committee Program (AAP) • 2024: Director Certification Program (DCP)
12. Mr. SATIT VIDDAYAKORN (Chairman of the Board of Directors)	Non-participating	-

List of directors	Participation in training in the past financial year	History of training participation
13. Mr. SILLAPAPORN SRIJUNPETCH (Director)	Non-participating	-
14. Mrs. UNAKORN PHRUITHITHADA (Director)	Non-participating	-
15. Mr. NATTAWUTH PRASERTSIRIPONG (Director)	Non-participating	-

Information on the evaluation of duty performance of directors

Criteria for evaluating the duty performance of the board of directors

Performance Evaluation of the Board of Directors and Subcommittees

The Nomination and Remuneration Committee has considered the self-assessment guidelines of the Thai Institute of Directors Association (IOD) to facilitate regular performance evaluations of the Board of Directors and Subcommittees, at least once a year. The performance evaluation topics for the collective board are as follows:

1. Board structure and qualifications
2. Roles, duties, and responsibilities of the board
3. Board meetings
4. Board dynamics
5. Relationship with management
6. Director development
7. Board reporting (for Subcommittees)

The performance evaluation topics for individual directors are as follows

1. Personal qualifications
2. Readiness for duty
3. Participation in meetings
4. Roles, duties, and responsibilities; relationship with the board and management
5. Review of necessary board skills and qualifications (Board Skill Matrix)

The evaluation process is conducted as follows

1. The Company Secretary distributes the evaluation forms to each director for both collective and individual assessments.
2. The Company Secretary compiles and presents the evaluation results to the Nomination and Remuneration Committee.

The Nomination and Remuneration Committee summarizes the results and proposes improvement strategies to the Board of Directors to maximize benefits for all stakeholders and comply with good corporate governance principles.

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

For the 2024 performance evaluation of the Board of Directors and Sub-Committees, both collectively and individually, all categories received favorable ratings.

Performance evaluation criteria for the executives

Performance evaluation criteria for the executives : Yes

The Nomination and Remuneration Committee summarizes the results and proposes improvement strategies to the Board of Directors to maximize benefits for all stakeholders and comply with good corporate governance principles.

For the 2024 performance evaluation of the Board of Directors and Sub-Committees, both collectively and individually, all categories received favorable ratings.

The Nomination and Remuneration Committee has established guidelines for evaluating the performance of senior management (C-level and executives reporting directly to the Managing Director), including the Managing Director,

Assistant Managing Directors, and Chief Officers of various departments. The evaluation utilizes Corporate KPIs, OKRs, and self-assessment forms, with the following evaluation criteria:

- 1) Senior management collectively reviews the annual Corporate KPIs, ensuring alignment with the Company's vision, objectives, goals, and strategic plans.
- 2) Senior management reviews their job descriptions, roles, duties, and responsibilities with their supervisors to ensure alignment with job objectives and Company goals.
- 3) Senior management, in collaboration with their supervisors, sets annual goals and performance indicators, aligning with the Company's vision, objectives, and job objectives.
- 4) Individual goals and performance indicators are reviewed and revised, with additional recommendations from the Nomination and Remuneration Committee to ensure that the goals and operational plans of all senior executives cover key aspects, including financial performance targets, business expansion targets, quality improvement targets, human resource management targets, and sustainable business operation targets, to drive the organization effectively and efficiently.

The performance evaluation process using OKRs and self-assessment forms is as follows:

- 1) During the annual performance evaluation period, senior management prepares a report on their individual goals and performance indicators. This report is reviewed and discussed with their supervisors before being presented to the Nomination and Remuneration Committee. The Nomination and Remuneration Committee, in collaboration with the line supervisors, reviews the presentation and provides recommendations or additions to the goals and performance indicators, as well as improvement strategies, to ensure comprehensive coverage of key issues and alignment with the Company's context.
- 2) The Secretary of the Nomination and Remuneration Committee compiles all individual performance indicators and self-assessment forms of senior management that have been presented, reviewed, and revised based on recommendations.
- 3) The Nomination and Remuneration Committee requires senior management to report their performance against individual goals and performance indicators on a quarterly basis. This is to summarize results and present them to the Board of Directors for discussions on challenges and reviews of relevant strategies.
- 4) The results of this performance evaluation are used to determine the appropriateness of compensation, set annual salary adjustment rates, and annual bonus rates.

Information on meeting attendance and remuneration payment to each board member

Meeting attendance and remuneration payment to each board member

Meeting attendance of the board of directors

Meeting attendance of the board of directors

Number of the board of directors meeting over the past year : 9
(times)

Date of AGM meeting : 25 Apr 2024

EGM meeting : No

Details of the board of directors' meeting attendance

List of directors	Meeting attendance of the board of directors			AGM meeting attendance			EGM meeting attendance		
	Attendance (times)	/	Meeting rights (times)	Attendance (times)	/	Meeting rights (times)	Attendance (times)	/	Meeting rights (times)
1. Mr. CHANIN KHAOCHAN (Chairman of the Board of Directors, Independent director)	6	/	6	0	/	0	N/A	/	N/A

List of directors	Meeting attendance of the board of directors			AGM meeting attendance			EGM meeting attendance		
	Attendance (times)	/	Meeting rights (times)	Attendance (times)	/	Meeting rights (times)	Attendance (times)	/	Meeting rights (times)
2. Mr. Krittavith Lertutsahakul (Vice-chairman of the Board of Directors)	9	/	9	1	/	1	N/A	/	N/A
3. Mr. SAKARIN TANGKAVACHIRANON (Director)	8	/	9	1	/	1	N/A	/	N/A
4. Mr. ANUPHAN KITNITCHIVA (Director, Independent director)	9	/	9	1	/	1	N/A	/	N/A
5. Mr. Panu Boonsombat (Director)	9	/	9	1	/	1	N/A	/	N/A
6. Mr. Tharin Eampetcharapong (Director)	9	/	9	1	/	1	N/A	/	N/A
7. Mr. Pawat Thanawutsirawat (Director)	9	/	9	1	/	1	N/A	/	N/A
8. Ms. SEERADA TIEMPRASERT (Director, Independent director)	9	/	9	1	/	1	N/A	/	N/A
9. Mr. KAJORNKIET AROONPIRODJANAKUL (Director, Independent director)	6	/	6	0	/	0	N/A	/	N/A
10. Mr. WATSON CHANSAJCHA (Director, Independent director)	6	/	6	0	/	0	N/A	/	N/A
11. Mrs. NUANLADA NGAMTHANAPHAISARN (Director, Independent director)	3	/	3	0	/	0	N/A	/	N/A
12. Mr. SATIT VIDDAYAKORN (Chairman of the Board of Directors)	5	/	5	1	/	1	N/A	/	N/A

List of directors	Meeting attendance of the board of directors			AGM meeting attendance			EGM meeting attendance		
	Attendance (times)	/	Meeting rights (times)	Attendance (times)	/	Meeting rights (times)	Attendance (times)	/	Meeting rights (times)
13. Mr. SILLAPAPORN SRIJUNPETCH (Director, Independent director)	3	/	3	1	/	1	N/A	/	N/A
14. Mrs. UNAKORN PHRUIHITHADA (Director, Independent director)	3	/	3	1	/	1	N/A	/	N/A
15. Mr. NATTAWUTH PRASERTSIRIPONG (Director)	3	/	3	1	/	1	N/A	/	N/A

Remuneration of the board of directors

Types of remuneration of the board of directors⁽¹²⁾

Remuneration of Board of Directors and Sub Committees

1. Monetary remuneration

In 2024, the Company held 9 Board of Directors meetings, 4 Audit Committee meetings, 5 Nomination and Remuneration Committee meetings, 12 Executive Committee meetings, 2 Corporate Governance Committee meetings, 1 Sustainable Development Committee meeting, and 4 Risk Management Committee meetings. The total meeting allowance for the Board of Directors and sub-committees amounted to 890,000.00 baht. Additionally, director bonuses from the 2023 performance, recorded as expenses in 2024, were paid in the amount of Baht 3,810,833.25, along with monthly director fees of Baht 3,905,000.00. The total compensation for directors was Baht 8,605,833.35.

Remark: However, the summary details of the remuneration for each board member in 2024, as shown in the table, do not match the total amount mentioned above because the details of two board members could not be included, namely:

1. Dr. Panu Boonsombat, the details that could not be included amounting Baht 27,500.

- Audit Committee meeting allowance for 1 time amounting Baht 5,000.
- Corporate Governance Committee meeting allowance for 1 time amounting Baht 7,500.
- Nomination and Remuneration Committee meeting allowance for 3 times amounting Baht

15,000.

2. Mr. Silapaporn Srijunpetch, the details that could not be included amounting Baht 5,000.

- Audit Committee meeting allowance for 1 time amounting Baht 5,000.

2. Other remuneration

- Medical allowance and annual health check-up The Company's director and the directors of PRINC's wholly-owned subsidiaries will obtain a medical allowance of Baht 1,000,000 per person per year at Princ Hospital Suvarnabhumi
- Discount medical fee
 - The Company's directors and the directors of PRINC's wholly-owned subsidiaries receive a 50% discount for medical expenses exceeding Baht 1,000,000 at Princ Hospital Suvarnabhumi
 - Spouse, son/daughter, and parents of the Company's directors and the directors of PRINC's wholly-owned subsidiaries receive 30% for medical expenses at Princ Hospital Suvarnabhumi during the period that they are in the director position.
- Insured amount

The insured amount for the responsibility of the director and executive and the compensation to the Company (Director and Officers Liability and Company Reimbursement Policy: D&O) was Baht 500 million.

In 2024, the Company provided additional remuneration in the form of welfare benefits. These covered medical expenses and annual health check-ups for the Company's directors and directors of wholly-owned subsidiaries (100% shareholding by PRINC). The total amount paid to Prince Hospital Suvarnabhumi was Baht 747,350.44.

Remark: ⁽¹²⁾ * When combined with the total amount in the summary table of remuneration for each board member over in 2024, will be equal to Baht 8,605,833.35.

Remuneration of the board of directors

Details of the remuneration of each director over the past year

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
1. Mr. CHANIN KHAOCHAN (Chairman of the Board of Directors)			525,000.00		N/A
Board of Directors	80,000.00	435,000.00	515,000.00	Yes	
Audit Committee	10,000.00	N/A	10,000.00	-	
Sustainable Development Committee	N/A	N/A	N/A	-	
2. Mr. Krittavith Lertutsahakul (Vice-chairman of the Board of Directors)			229,166.67		N/A
Board of Directors	N/A	229,166.67	229,166.67	Yes	
Executive Committee	N/A	N/A	N/A	-	
Sustainable Development Committee	N/A	N/A	N/A	-	
Nomination and Remuneration Committee	N/A	N/A	N/A	-	
Risk Management Committee	N/A	N/A	N/A	-	
3. Mr. SAKARIN TANGKAVACHIRANON (Director)			920,000.00		N/A
Board of Directors	80,000.00	840,000.00	920,000.00	-	
4. Mr. ANUPHAN KITNITCHIVA (Director)			1,222,500.00		N/A

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
Board of Directors	135,000.00	1,050,000.00	1,185,000.00	-	
Sustainable Development Committee	N/A	N/A	N/A	-	
Nomination and Remuneration Committee	37,500.00	N/A	37,500.00	-	
5. Mr. Panu Boonsombat (Director)			589,583.33		N/A
Board of Directors	75,000.00	509,583.33	584,583.33	Yes	
Audit Committee	5,000.00	N/A	5,000.00	-	
Executive Committee	N/A	N/A	N/A	-	
6. Mr. Tharin Eampetcharapong (Director)			119,166.67		N/A
Board of Directors	N/A	119,166.67	119,166.67	-	
Executive Committee	N/A	N/A	N/A	-	
Risk Management Committee	N/A	N/A	N/A	-	
7. Mr. Pawat Thanawutsirawat (Director)			119,166.67		N/A
Board of Directors	N/A	119,166.67	119,166.67	Yes	
Executive Committee	N/A	N/A	N/A	-	
Risk Management Committee	N/A	N/A	N/A	-	
8. Ms. SEERADA TIEMPRASERT (Director)			701,666.67		N/A
Board of Directors	90,000.00	611,666.67	701,666.67	-	
9. Mr. KAJORNKIET AROONPIRODJANAKUL (Director)			512,500.00		N/A

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
Board of Directors	85,000.00	400,000.00	485,000.00	-	
Audit Committee	22,500.00	N/A	22,500.00	-	
Corporate Governance Committee	5,000.00	N/A	5,000.00	-	
10. Mr. WATSON CHANSAJCHA (Director)			445,000.00		N/A
Board of Directors	60,000.00	360,000.00	420,000.00	Yes	
Audit Committee	15,000.00	N/A	15,000.00	-	
Corporate Governance Committee	5,000.00	N/A	5,000.00	-	
Nomination and Remuneration Committee	5,000.00	N/A	5,000.00	-	
11. Mrs. NUANLADA NGAMTHANAPHAISARN (Director)			260,000.00		N/A
Board of Directors	30,000.00	225,000.00	255,000.00	-	
Audit Committee	5,000.00	N/A	5,000.00	-	
12. Ms. Atiya Awachanakarn (Member of the executive committee)			N/A		N/A
Executive Committee	N/A	N/A	N/A	No	
Sustainable Development Committee	N/A	N/A	N/A	-	
Corporate Governance Committee	N/A	N/A	N/A	-	
13. Mr. SATIT VIDDAYAKORN (Chairman of the Board of Directors)			379,166.67		N/A
Board of Directors	N/A	379,166.67	379,166.67	Yes	

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
Executive Committee	N/A	N/A	N/A	-	
14. Mr. SILLAPAPORN SRIJUNPETCH (Director)			515,000.00		N/A
Board of Directors	30,000.00	480,000.00	510,000.00	-	
Audit Committee	5,000.00	N/A	5,000.00	-	
15. Mrs. UNAKORN PHRUITHITHADA (Director)			702,500.00		N/A
Board of Directors	45,000.00	650,000.00	695,000.00	-	
Audit Committee	7,500.00	N/A	7,500.00	-	
16. Mr. NATTAWUTH PRASERTSIRIPONG (Director)			510,000.00		N/A
Board of Directors	30,000.00	480,000.00	510,000.00	-	
Risk Management Committee	N/A	N/A	N/A	-	
17. Mrs. ACHARA RATANAPHUNSRI (Member of the executive committee)			181,666.67		N/A
Executive Committee	N/A	181,666.67	181,666.67	-	

Summary of the remuneration of each committee over the past year

Names of board members	Meeting allowance	Other monetary remuneration	Total (Baht)
1. Board of Directors	740,000.00	6,887,916.68	7,627,916.68
2. Audit Committee	70,000.00	0.00	70,000.00
3. Executive Committee	0.00	181,666.67	181,666.67
4. Corporate Governance Committee	10,000.00	0.00	10,000.00
5. Sustainable Development Committee	0.00	0.00	0.00

Names of board members	Meeting allowance	Other monetary remuneration	Total (Baht)
6. Nomination and Remuneration Committee	42,500.00	0.00	42,500.00
7. Risk Management Committee	0.00	0.00	0.00

Summary of the remuneration of the board of directors

	2024
Meeting allowance (Baht)	862,500.00
Other monetary remuneration (Baht)	7,069,583.35
Total (Baht)	7,932,083.35

Remunerations or benefits pending payment to the board of directors

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

Information on corporate governance of subsidiaries and associated companies

Corporate governance of subsidiaries and associated companies

Mechanism for overseeing subsidiaries and associated companies

- Does the Company have subsidiaries and associated companies : Yes
- Mechanism for overseeing subsidiaries and associated companies : Yes
- Mechanism for overseeing management and taking responsibility for operations in subsidiaries and associated companies approved by the board of directors : The appointment of representatives as directors, executives, or controlling persons in proportion to shareholding, The determination of the scope of duties and responsibilities of directors and executives as company representatives in establishing important policies, Disclosure of financial condition and operating results, Transactions between the company and related parties, Other significant transactions, Acquisition or disposal of assets, Internal control system of the subsidiary operating the core business is appropriate and sufficient in the subsidiary operating the core business

The Board of Directors has established a framework for the governance, policies, and operations of the subsidiaries and affiliates in which the Company has made investments at an appropriate level, in order to safeguard the interests of the company and its shareholders. The key practices are as follows:

1. The Company will appoint representatives to serve as directors, executives, or controlling authorities in its subsidiaries and affiliates in proportion to its shareholding, to ensure effective oversight of operations. Such representatives must receive approval from the Board of Directors' meeting prior to assuming their roles.
2. The Company has clearly defined the scope of authority, duties, and responsibilities for its representatives serving as directors or executives in subsidiaries and affiliates to ensure transparency and enable efficient performance of their roles.
3. The Company will continuously monitor the performance of its subsidiaries and affiliates by requiring periodic operational reporting and evaluating their operational efficiency. This process aims to drive improvements and enhance management efficiency.
4. The Company will implement appropriate risk management and internal control systems to identify,

assess, and manage risks that may impact the performance of subsidiaries and affiliates effectively.

The Company has mechanisms to oversee the disclosure of financial status and performance, transactions between subsidiaries, affiliates, and related parties, as well as the acquisition or disposal of assets or other significant transactions of subsidiaries and affiliates. These must be conducted accurately and in full compliance with the disclosure criteria adopted by the company, via centralized departments such as the Accounting and Finance Division, to ensure:

1. The use of such information in the preparation of the Company’s financial statements in accordance with standards and timelines specified by the Securities and Exchange Commission.
2. The establishment of an appropriate and robust internal control system in subsidiaries to ensure that all transactions comply with applicable laws and related regulations, and that such transactions can be audited by the group’s internal auditors.

Information on the monitoring of compliance with corporate governance policy and guidelines

The monitoring of compliance with corporate governance policy and guidelines

Prevention of conflicts of interest

Operations for conflict of interest prevention over the past year

Has the company operated in preventing conflicts of interest : Yes
over the past year

The Company prioritizes good corporate governance by establishing related policies and practices outlined in its Corporate Governance Policy and Code of Business Ethics. These are communicated through employee training and internal dissemination, encouraging adherence to build confidence among all stakeholders.

Conflict of Interest Prevention

_____The Company has implemented a policy to eliminate conflicts of interest with honesty, reason, and independence, adhering to ethical standards for the company’s overall benefit. Individuals who may have conflicts of interest, related parties, or those connected to specific transactions are required to disclose their interests and affiliations to the Company. They are not authorized to approve any transactions in which they have a conflict of interest.

Additionally, the Company has a policy governing related-party transactions and conflict of interest matters that aligns with relevant laws and regulations of the Securities and Exchange Commission (SEC). These transactions are transparently disclosed in the annual report.

Number of cases or issues related to conflict of interest

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

Prevention of the use of inside information to seek benefits

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

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

The Company has set the guideline in the organization Code of Ethics to prevent personnel from disclosing internal Company information to others or using it for personal benefits. Key practices include prohibiting the use of insider information for self-benefit or benefiting others, for example, purchasing Company’s shares before operational results are announced, acquiring land or investing in businesses located near areas where the Company plans to expand.

Additionally, the Company has implemented policies and measures to oversee management, as follows:

- Educating directors and executives about their duty to report securities holdings of themselves, their spouses, and minor children. This also includes penalties under the Securities and Exchange Act B.E. 2535 and the regulations of the Stock Exchange of Thailand.

Executives are required to report any changes in their securities holdings to the Securities and Exchange Commission (SEC) and provide a copy of the report to the Company on the same day it is submitted to the SEC.

Violations of these regulations are considered breaches of the Company’s policies and are subject to strict disciplinary action. If actions are found to violate laws, rules, or government regulations, the Company will refer the matter to appropriate authorities for further proceedings.

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

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

Anti-corruption action

Operations in anti-corruption in the past year

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

Form of operations in anti-corruption : The participation in anti-corruption projects, Assessment and identification of corruption risk, Communication and training for employees on anti-corruption policy and guidelines, Review of the completeness and adequacy of the process by the Audit Committee or auditor

The Company adheres to legal compliance and upholds transparent and auditable business ethics. It has demonstrated its commitment by joining the Thai Private Sector Collective Action Coalition Against Corruption (CAC), receiving certification on June 7, 2018, and subsequently obtaining its second re-accreditation on November 11, 2024. This reflects the Company's dedication and determination to combat all forms of fraud and corruption. The following policies are implemented:

- All directors, executives, and employees of the Company, as well as individuals affiliated with the Company, are prohibited from engaging in, condoning, or supporting any form of fraud or corruption, whether direct or indirect, involving any related individuals or entities. This includes offering, promising, soliciting, demanding, giving or accepting bribes, or engaging in any behavior that suggests fraudulent or corrupt practices. The Company encourages all related organizations, customers, business partners, contractors, and subcontractors to adopt similar practices, as well as government officials. The Company also mandates regular reviews of its practices to ensure compliance with policies, procedures, regulations, rules, announcements, laws, and business changes.

- The Company maintains a politically neutral stance and does not participate in any activities that could imply its involvement or support for any political party or faction. The Company remains impartial and does not align itself with any political party or group. Company assets are not to be used to support any political party or candidate. The Company recognizes and respects the rights of its employees to exercise their civic duties as stipulated by the Constitution and other relevant laws.

- The Company has a strict policy prohibiting all forms of bribery in its business operations. All business dealings and interactions with both public and private sectors must be conducted transparently, honestly, and in accordance with all applicable laws.

- The Company will control charitable donations, sponsorships, business gifts, and support for various activities to ensure transparency and legal compliance.

- The Company implements appropriate and regular internal controls and audits to prevent all employees, including third parties associated with the Company, from acting contrary to this policy.

The Company provides anti-corruption training to all directors, executives, and employees, as well as third parties associated with the Company, to promote integrity and accountability in their duties. This also serves to communicate the Company's commitment.

Anti-Corruption Measures

Anti-corruption measures can help the Company mitigate risks that may lead to fraud and corruption within the organization. Therefore, designing and implementing appropriate internal controls, as well as fostering awareness and

values against fraud and corruption among the Company's personnel, are crucial factors in preventing organizational fraud and corruption. Anti-corruption measures are secured through five key activities:

1. Corruption Risk Assessment

_____ • The purpose of corruption risk assessment is to enable all departments within the Company to proactively identify, assess, and review organizational corruption risks.

• It also aims to raise awareness of potential risks and their impact on organizational operations, ensuring that corruption risks are addressed promptly.

• The risk assessment involves four steps:

Step 1: Define risk measurement criteria for impact and likelihood, and establish the organization's acceptable risk levels.

Step 2: Identify corruption risks, their root causes, and impacts, and analyze the severity and likelihood of risks before considering existing internal controls.

Step 3: Evaluate existing internal control systems and analyze the severity and likelihood of risks after considering current internal controls.

Step 4: Implement measures to reduce risks to acceptable organizational levels if existing internal controls are insufficient to prevent corruption risks.

2. Establishment of Policies Related to Anti-Corruption

_____ The Company has implemented policies, operational manuals, and measures aimed at combating fraud and corruption. These include a fraud and corruption risk management manual, good corporate governance guidelines, business ethics principles, practices for political contributions, guidelines for charitable donations and financial support, as well as protocols for giving and receiving gifts, and hosting hospitality events. The purpose is to ensure that employees understand the Company's ethical principles and adhere to good working practices. Additionally, this aims to foster awareness and instill values of anti-corruption among the Company's personnel. These policies must be approved by the Company's Board of Directors. Furthermore, the Company is required to review and update relevant policies and manuals regularly, at least once every two years, to ensure effective management of fraud and corruption risks. This also ensures that operational and legal changes are appropriately reflected in the policies.

3. Communication and Training

_____ Communication and training are essential components of anti-corruption measures. They aim to foster knowledge, understanding, and awareness of the importance of adhering to anti-corruption policies and related manuals, as well as various anti-corruption measures. These efforts encourage participation in the company's risk management processes while empowering employees to play a role in preventing and detecting fraud and corruption within the organization. Communication with business stakeholders also serves to demonstrate the company's commitment to anti-corruption principles and transparency in its operations. The Human Resources Department is responsible for creating an annual written communication plan for anti-corruption policies and measures, directed at company employees and business stakeholders. Communication channels include notice boards, training sessions (provided to HR personnel and interested parties within the subsidiaries), announcements via the Company's intranet system, and updates on the company's website. Additionally, the company recognizes employees who display integrity, such as those who recover and return lost items to service users. These communication plans and channels are reviewed and approved by the Managing Director annually. To ensure communication effectiveness, the designated plans and communication channels undergo periodic review and evaluation of internal control systems by the Internal Audit Department.

4. Due Diligence on Personnel and Business Stakeholders

_____ Due diligence on personnel and business stakeholders is a crucial factor in effective fraud prevention. The Company assigns the Human Resources Department to conduct background checks on personnel prior to employment or promotion, and the Procurement Department to conduct due diligence on business stakeholders before entering into contracts or transactions. This due diligence is conducted appropriately, within the bounds of applicable laws, and with the consent of the personnel or business stakeholders, as follows:

• Pre-employment background checks on personnel to verify qualifications, suitability, and experience of job applicants.

• Background checks on personnel prior to assigning them to critical positions within the Company, such as Board members, senior executives, and personnel in financial departments, to verify qualifications, experience, financial reliability, references, or potential conflicts of interest arising from the new position.

Due diligence on business stakeholders, particularly vendors, contractors, and service providers to the Company, to verify their credibility, financial status, reputation, and qualifications related to their products or services. Furthermore, the Board of Directors, executives, and personnel in designated critical positions, as determined by the Human Resources Department, as well as business stakeholders, must report any potential conflicts of interest to the Chief Executive Officer and the Board of Directors annually and during the year (if any changes occur

that may lead to conflicts of interest). The Company prohibits personnel with conflicts of interest from participating in procurement processes and will promptly penalize personnel who fail to report conflicts of interest.

5. Internal Controls and Monitoring

The Company emphasizes internal controls, which are practices established jointly by the Board of Directors, executives, and personnel at all levels of the organization to ensure that specified work methods help the organization achieve its objectives. Executives in each department must design appropriate internal controls for their respective areas of responsibility. All departments must create written work procedures for executive review and approval to ensure transparency, independence, and prevention of fraud and corruption. The Company also monitors results and detects fraudulent activities, errors, and non-compliance with regulations to mitigate risks. The Company encourages the use of technology to detect fraud and corruption. The Internal Audit Department is responsible for auditing and reviewing operations annually to ensure compliance with practices and regulatory requirements, and to confirm that the Company has adequate and appropriate internal control systems to address potential corruption risks, and reports to the Audit Committee."

Number of cases or issues related to corruption

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

Whistleblowing

Operations related to whistleblowing over the past year

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

The Company has established reliable and independent channels for reporting fraud and corruption, allowing both Company personnel and external parties to report concerns anonymously. The Company also provides a process to protect whistleblowers from retaliation or intimidation. This encourages Company personnel to confidently and safely report incidents or suspicions of fraud and corruption. Company personnel are required to report incidents or suspicions of fraud and corruption through the designated channels. The Company will penalize personnel who are aware of or possess information about potential fraudulent activities but fail to report them. Conversely, the Company will also penalize those who intentionally make false reports. Currently, the Company provides multiple channels for receiving complaints. External parties can submit complaints or suggestions through the following channels:

• Postal Mail : Addressed to the designated recipient at the following address:

Company Secretary
Principal Capital Public Company Limited
23rd Floor, Bangkok Business Center, 29 Sukhumvit 63 Road,
Khlong Tan Nuea, Watthana, Bangkok 10110, Thailand

- Website : www.principalcapital.co.th
- Email : Secretarywhistle@principalcapital.co.th
- Telephone : +66 (2) 009-2015

Additionally, employees who wish to report concerns or submit complaints can contact the Internal Whistleblowing Committee: InternalWhistle@principalcapital.co.th or the Company Secretary: Secretarywhistle@principalcapital.co.th.

The conditions and procedures for considering reports and complaints are detailed in the "Corporate Governance Policy" and on the Company's website, which are accessible to both Company personnel and external parties.

Number of cases or issues related to whistleblowing

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

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

Meeting attendance of audit committee

Meeting attendance of audit committee (times) : 4

List of Directors	Meeting attendance of audit committee		
	Meeting attendance (times)	/	Meeting attendance rights (times)
1 Mr. KAJORNKIET AROONPIRODJANAKUL (Chairman of the audit committee)	3	/	3
2 Mr. WATSON CHANSAJCHA (Member of the audit committee)	3	/	3
3 Mrs. NUANLADA NGAMTHANAPHAISARN (Member of the audit committee)	1	/	1
4 Mrs. UNAKORN PHRUITHITHADA (Chairman of the audit committee)	1	/	1
5 Mr. SILLAPAPORN SRIJUNPETCH (Member of the audit committee)	1	/	1
6 Mr. Panu Boonsombat (Member of the audit committee)	1	/	1
7 Mr. CHANIN KHAOCHAN (Member of the audit committee)	2	/	2

The results of duty performance of the audit committee

The Audit Committee has performed its duties within the scope, responsibilities, and authority assigned by the Board of Directors and as stipulated in the Audit Committee Charter, independently. This complies with the regulations and best practices established by the Securities and Exchange Commission (SEC) and the Stock Exchange of Thailand (SET). The committee has also adapted its operations to align with changes in the company's business environment.

In the year 2024, the Audit Committee convened a total of four meetings, including one session with the external auditor in the absence of management, and several informal discussions. The Audit Committee achieved full attendance at every meeting and discussed a range of issues, both current and anticipated. The committee exchanged opinions, sought clarifications, requested additional information, and provided constructive recommendations for the company's management, in collaboration with executives, internal auditors, and external auditors, on relevant matters. The key highlights are as follows:

1. Review of the accuracy, completeness, and reliability of the company's financial reports

The Audit Committee reviewed the quarterly and annual financial statements for 2024 with the external auditor, focusing on their accuracy, completeness, adequacy, and reliability before presenting the financial statements for approval by the Board of Directors. Key considerations included significant items in the financial statements, major changes, clarifications provided by the external auditor, and disclosures of essential information, including any material accounting policy changes and related-party transactions. The Audit Committee also held a meeting with the external auditor, without management, for an independent discussion on critical matters. The committee concluded that the company's financial statements were accurate, complete, adequate, and reliable in material respects, in accordance with Thai Accounting Standards (TAS) and Thai Financial Reporting Standards (TFRS) for Publicly Accountable Entities. The external auditor issued an unqualified opinion in their report.

Additionally, the Audit Committee emphasizes the importance of ensuring the independence of external auditors in conducting financial audits. For additional services provided by the external audit firm, the Audit Committee reviews and approves the engagement of such services without delegating authority to management. In 2024, the company engaged the external audit firm to perform agreed-upon procedures related to the corporate income tax request (Agreed-upon BOI procedure) for the fiscal year ending December 31, 2024. This engagement enabled three subsidiaries to apply for

tax incentives under the investment promotion measures for community and social development. The audit scope and fees were deemed reasonable, and since this was a one-time engagement without recurring fees, these additional services did not compromise the independence of the external auditors.

2. Review and assessment of internal audit reports and evaluation of the internal control system

The Audit Committee reviewed the internal control system to assess its adequacy and effectiveness. Regular meetings were held with internal auditors, and the committee concluded that the company's internal control system is adequate, appropriate, and effective. The system aligns with the internal audit guidelines of the Stock Exchange of Thailand and professional internal auditing standards, emphasizing independence, fairness, and impartiality. Continuous improvements in audit quality were also observed. The Head of Internal Audit holds a Certificate in Internal Auditing (CIA), while the team has qualifications related to the Personal Data Protection Act (PDPA). Furthermore, plans are in place to integrate technology for future error detection in data processes.

The Audit Committee provided additional recommendations to internal auditors, emphasizing specific issues that require focus. It also reiterated to management the importance of addressing high-risk issues identified in internal audit findings. In the past year, particular importance was placed on personal data management (PDPA), following the enforcement of the related laws. Additionally, the Audit Committee reviewed and approved the annual internal audit plan for both the company and its subsidiaries, ensuring alignment with the internal control system evaluation and integration with the organization's risk management assessment.

3. Review and evaluation of related-party transactions, acquisitions, disposals, and potential conflict of interest transactions

The Audit Committee reviewed and evaluated related-party transactions and potential conflict of interest transactions to ensure their appropriateness and compliance with applicable laws and regulations. In 2024, there were no transactions involving external parties that may have posed a conflict of interest with the company. The transactions were limited to those between the company and its subsidiaries as part of normal business operations. These transactions were disclosed in the notes to the financial statements for the year 2024. The Audit Committee reviewed and deemed these transactions reasonable and typical of business operations, conducted under general commercial terms at fair prices and conditions.

4. Review of compliance with laws relevant to the company's business and company regulations

The Audit Committee reviewed compliance with the Securities and Exchange Act, the regulations of the Securities and Exchange Commission (SEC) and the Stock Exchange of Thailand (SET), as well as laws relevant to the company's business and its internal regulations. This was evaluated based on internal audit reports covering assessments of internal control systems and risk management, as well as regular reports from external auditors. The Committee emphasized to the company's management the importance of staying updated on relevant laws and regulations to ensure the company's business operations comply accurately with all applicable legal and regulatory requirements.

5. Evaluation of risk management operations

The Audit Committee reviewed and acknowledged significant risks across various systems, monitored risk management operations, and discussed with the company's Risk Management Committee to understand plans and strategies for addressing key risks. The Audit Committee concluded that the company's risk management system is well-suited to its current business operations and provided additional recommendations for developing risk management plans in line with the COSO ERM framework. Key focus areas include cash flow risks, the shortage of medical personnel, potential lawsuits arising from customer expectations regarding medical treatment, and climate-related risks. These areas were highlighted as critical to ensuring the company's readiness to support future business strategies.

6. Consideration and proposal for the appointment of external auditors and audit fees for the year 2025

The Audit Committee reviewed the suitability of the external auditors from PricewaterhouseCoopers ABAS Ltd., taking into account their skills, knowledge, capabilities, reliability, professional expertise, independence, and performance efficiency. Alongside this, the appropriateness of the audit fees was considered. The Committee recommended to the Board of Directors the appointment of one of the following auditors: Ms. Sanicha Akkarakittilap (License No. 8470), Ms. Sukumaporn Wongariyaporn (License No. 4843), or Ms. Napanuch Apichatsatian (License No. 5266), all external auditors from PricewaterhouseCoopers ABAS Ltd., to audit and provide opinions on the company's financial statements. Should any of the aforementioned auditors be unable to perform their duties, PricewaterhouseCoopers ABAS Ltd. may assign another qualified auditor from their firm as a replacement. The proposed auditors have no relationships or conflicts of interest with the company, its management, shareholders, or related parties, which could compromise their independence in fulfilling their responsibilities. This ensures that the Audit Committee can review accounting matters and perform its duties independently, offering unbiased and complete opinions to benefit the company. Furthermore, the auditors cooperated fully with the company's management and faced no restrictions in accessing information. The Audit Committee concluded that the appointed auditors adequately prepared financial statements and disclosed information in line with financial reporting standards. The company's risk management system, internal control system, and corporate governance practices were deemed sufficient, effective, and aligned with best practices.

Information on summary of the results of duty performance of subcommittees

Meeting attendance and the results of duty performance of subcommittees

Meeting attendance of Executive Committee

Meeting Executive Committee (times) : 12

List of Directors	Meeting attendance of Executive Committee		
	Meeting attendance (times)	/	Meeting attendance right (times)
1 Mr. Krittavith Lertutsahakul (The chairman of the executive committee)	12	/	12
2 Mr. Tharin Eampetcharapong (Member of the executive committee)	12	/	12
3 Mr. Pawat Thanawutsirawat (Member of the executive committee)	12	/	12
4 Ms. Atiya Awachanakarn (Member of the executive committee)	8	/	8
5 Mr. Panu Boonsombat (Member of the executive committee)	6	/	6
6 Mrs. ACHARA RATANAPHUNSRI (Member of the executive committee)	0	/	0
7 Mr. SATIT VIDDAYAKORN (The chairman of the executive committee)	6	/	6

The results of duty performance of Executive Committee

Meeting attendance of Corporate Governance Committee

Meeting Corporate Governance Committee : 2
(times)

List of Directors	Meeting attendance of Corporate Governance Committee		
	Meeting attendance (times)	/	Meeting attendance right (times)
1 Mr. WATSON CHANSAJCHA (The chairman of the subcommittee)	1	/	1
2 Mr. KAJORNKIET AROONPIRODJANAKUL (Member of the subcommittee)	1	/	1
3 Ms. Atiya Awachanakarn (Member of the subcommittee)	1	/	1

The results of duty performance of Corporate Governance Committee

Meeting attendance of Sustainable Development Committee

Meeting Sustainable Development Committee : 1
(times)

List of Directors	Meeting attendance of Sustainable Development Committee		
	Meeting attendance (times)	/	Meeting attendance right (times)
1 Mr. ANUPHAN KITNITCHIVA (The chairman of the subcommittee)	1	/	1
2 Mr. Kittavith Lertutsahakul (Member of the subcommittee)	1	/	1
3 Ms. Atiya Awachanakarn (Member of the subcommittee)	1	/	1
4 Mr. CHANIN KHAOCHAN (Member of the subcommittee)	0	/	0

The results of duty performance of Sustainable Development Committee

Meeting attendance of Nomination and Remuneration Committee

Meeting Nomination and Remuneration : 5
Committee (times)

List of Directors	Meeting attendance of Nomination and Remuneration Committee		
	Meeting attendance (times)	/	Meeting attendance right (times)
1 Mr. ANUPHAN KITNITCHIVA (The chairman of the subcommittee)	5	/	5
2 Mr. Kittavith Lertutsahakul (Member of the subcommittee)	5	/	5
3 Mr. WATSON CHANSAJCHA (Member of the subcommittee)	1	/	1

The results of duty performance of Nomination and Remuneration Committee

Meeting attendance of Risk Management Committee

Meeting Risk Management Committee (times) : 4

List of Directors	Meeting attendance of Risk Management Committee		
	Meeting attendance (times)	/	Meeting attendance right (times)
1 Mr. NATTAWUTH PRASERTSIRIPONG (The chairman of the subcommittee)	1	/	1
2 Mr. Kittavith Lertutsahakul (Member of the subcommittee)	3	/	3

List of Directors	Meeting attendance of Risk Management Committee		
	Meeting attendance (times)	/	Meeting attendance right (times)
3 Mr. Tharin Eampetcharapong (Member of the subcommittee)	3	/	3
4 Mr. Pawat Thanawutsirawat (Member of the subcommittee)	3	/	3

The results of duty performance of Risk Management Committee

Corporate Sustainability Policy

Information on policy and goals of sustainable management

Sustainability Policy

Sustainability Policy : Yes

Principal Capital Public Company Limited (“PRINC” or “we”) operates in the medical services, healthcare, and private hospital sectors. The company is committed to sustainable growth with social and environmental responsibility, ensuring continuous benefits for all stakeholders including shareholders, investors, partners, employees, society, and the environment.

Driven by our organizational mission and commitment to building a strong community foundation through good health, which aligns with the United Nations’ Sustainable Development Goals (SDGs), specifically Goal 3: Ensure healthy lives and promote well-being for all at all ages, PRINC adheres to the principles of sustainable development in its business operations. This involves collaboration and understanding with all stakeholders. The Board of Directors and the Executive Committee have approved the business direction based on the following three-pronged sustainable development policy (Harmony of Heart, Harmony of Stewardship, Harmony of Governance):

Harmony of Heart

1. Increasing the accessibility of quality healthcare services at reasonable prices to secondary cities or areas where public health services are insufficient for the needs of the locals (aligning with UN SDG 3: Good Health and Well-Being).
2. Emphasizing the prevention of human rights violations, adhering to equality, treating employees equally, ensuring fairness in compensation, benefits, safety, and health at work, opportunities for career advancement, promoting training to enhance knowledge and skills, fostering engagement between employees and the organization, and supporting the education of employees' children, youth, and the underprivileged in society (in line with UN SDG 4 : Quality Education, SDG 5: Gender Equality, and SDG 8: Decent Work and Economic Growth).
3. Under the Harmony Project, creating works for the community, and bringing people back to their hometowns to play a part in stimulating the local economy through promoting local employment, using local entrepreneurs, and integrating geographical identity into various aspects of the business. Encouraging employees to participate in creating benefits for the development of quality of life and the economy for both the internal and external society, directly and indirectly, through business processes and organizational activities (corresponding with UN SDG 8 : Decent Work and Economic Growth and SDG 11: Sustainable Cities and Communities).

Harmony of Stewardship

1. Emphasize environmental management by considering potential impacts, ensuring safety, efficient resource utilization, and energy conservation (aligned with UN SDG 6: Clean Water and Sanitation, SDG 7: Affordable and Clean Energy, SDG 12: Responsible Consumption and Production, and SDG 13: Climate Action).
2. Creating value and quality by focusing on the development of services and products that reduce negative impacts on consumers and the environment, aiming to enhance quality of life and better meet consumer needs. (aligned with UN SDG 12: Responsible Consumption and Production, and SDG 13: Climate Action).

Harmony of Governance

1. Promote business growth with transparency, implement good corporate governance policies, and maintain organizational ethics that consider stakeholder, social, and environmental benefits. Manage stakeholder relationships fairly, promote free trade, avoid conflicts of interest, and combat all forms of corruption (aligned with UN SDG 16: Peace, Justice, and Strong Institutions).
2. Support and encourage stakeholder creativity and continuously consider partnerships to co-develop innovations that add value to the community, society, and the environment, alongside sustainable business growth (aligned with UN SDG 17: Partnerships for the Goals).

Reference link for sustainability policy : <https://drive.google.com/file/d/1Y5tWFsEdwKLiTr3wPdJOUwkqqqZoXsyn/view>

Page number of the reference link : 76

Sustainability management goals

Does the company set sustainability management goals : Yes

Long-term goals

1. Expanding hospitals to secondary cities to care for the healthcare needs of the community, as well as promoting family institutions by bringing employees back to their hometowns and enhancing the local economy through local employment, with a target of 20 hospitals.
2. Enhance the standard of medical services by obtaining quality certification from the Hospital Accreditation (HA) and JCI, with the goal of obtaining HA accreditation for all hospitals and international standards for hospitals that are Hubs.
3. Take action to enhance transparency and promote employee care by receiving awards for outstanding workplaces in labor relations and welfare, and model workplaces in safety, occupational health, and working environment, with the goal of receiving such awards or standards in all hospitals.
4. Developing the potential of internal personnel in conjunction with seeking personnel from outside the organization, with the goal of having successors in 20 hospitals to support business expansion.
5. Create jobs for people with disabilities through direct employment at hospitals and through the Social Innovation Foundation or Social Security Section 35, with the goal of employing people with disabilities directly by expanding with business growth.
6. Jointly developing products from local communities where the hospital is located for use in hospital operations, with the goal of continuously developing products from the community every year.
7. Waste management is implemented with the goal of achieving Zero Waste to Landfill and increasing the proportion of recycled waste.
8. Goal: Increase the proportion of clean energy use in business operations.
9. Operations are underway to reduce greenhouse gas emissions, with the goal of achieving net-zero greenhouse gas emissions by 2049.
10. Operations are carried out to reduce water consumption, with the goal of all hospitals reusing treated wastewater.
11. Promoting the education of children of low-income employees, with the goal of 100% of low-income employees with children receiving financial support.
12. Target: By 2025, all hospitals in the network must be certified with the Green & Clean Hospital standard from the Department of Health.
13. Goal: To increase the use of environmentally friendly materials in the hospital construction and renovation process.

Short-term goals

1. 100% of critical tier 1 and critical non-tier 1 suppliers must undergo a sustainability assessment.
2. Reduce greenhouse gas emissions per service unit by 5% from the base year.
3. Reduce electricity consumption per service unit by 10%.
4. Ratio of general waste to recycled waste = 50:50
5. Infectious waste per bed = 0.4, according to the World Health Organization.
6. Reduce water consumption per service unit by 10%.
7. There are no complaints on sensitive issues, including injustice, inequality between religions, nationalities, genders, and others.
8. The goal is to achieve zero work-related injuries resulting in lost time (LTIFR-Loss Time Injury Frequency Rate = 0).

United Nations SDGs that align with the organization's sustainability management goals : Goal 1 No Poverty, Goal 3 Good Health and Well-being, Goal 4 Quality Education, Goal 6 Clean Water and Sanitation, Goal 7 Affordable and Clean Energy, Goal 8 Decent Work and Economic Growth, Goal 10 Reduce Inequalities, Goal 11 Sustainable Cities and Communities, Goal 12 Responsible Consumption and Production, Goal 13 Climate Action, Goal 16 Peace, Justice and Strong Institutions, Goal 17 Partnerships for the Goals

Information on review of policy and/or goals of sustainable management over the past year

Review of policy and/or goals of sustainable management over the past year

- Has the company reviewed the policy and/or goals of sustainable management over the past year : Yes
- Has the company changed and developed the policy and/or goals of sustainable management over the past year : No

Information on impacts on stakeholder management in business value chain

Business value chain

The company's sustainability drive begins with an assessment of the business value chain. The value chain is illustrated in the diagram, showing how each process from upstream to downstream is conducted with care and attention.

Primary Activities

1. Caring Solution & Operation

Stakeholders : Customers, Employees, Outsourced Staff, Specialist, Suppliers, Business Partners, Government Authority.

- Analyze health issues and needs of the local population.
- Design health-related products suitable for the local population.
- Develop processes to reduce negative impacts in a comprehensive and sustainable manner.
- Collaborate to create broad positive impacts.
- Recruit personnel and specialists with the competence and values aligned with the organization.
- Build systems that are fast, safe, and meet standards.
- Manage medical equipment and adopt technologies to enhance service efficiency.
- Utilize resources efficiently and pay attention to every process to reduce environmental impacts.
- Use technology to enhance healthcare efficiency and expand access to healthcare in secondary cities.
- Leverage the network to share resources and knowledge.

2. Caring Marketing

Stakeholders : Employees, Customers, Industry Peers.

- Utilize marketing strategies driven by technology and data.
- Increase customer engagement in service improvement.
- Practice sustainable marketing with transparency to foster fair competition.

3. Caring Service

Stakeholders : Customers, Employees, Specialists, Suppliers, Business Partners.

- Continuously improve service quality through innovation and technology.
- Provide effective treatment and care.
- Promote a culture of service excellence with a focus on patient-centric approach.
- Promote sustainable social well-being.

4. Caring Ecosystems

Stakeholders : Customers, Communities, Employees, Specialists, Suppliers, Business Partners, Shareholders, Creditors, Government Authority.

- Build good relationships with stakeholders involved in business operations.
- Promote stakeholder participation within service areas.
- Establish business partnerships with government and private sectors that prioritize sustainable development.
- Foster business growth in all dimensions alongside stakeholder development.
- Source and procure from local communities, suppliers, partners, and organizations that value sustainable practices (Sustainable Supply Chain).

Support Activities

1. Procurement

- A transparent and fair procurement process.
- Setting goals toward a sustainable supply chain.

2. Technology Development

- Recruitment and investment in technologies and innovations that enhance treatment efficiency, as well as technologies that reduce negative impacts and increase positive impacts on the environment, communities, and society in a sustainable manner.
- Take into consideration information security as well as the safeguarding of personal data.

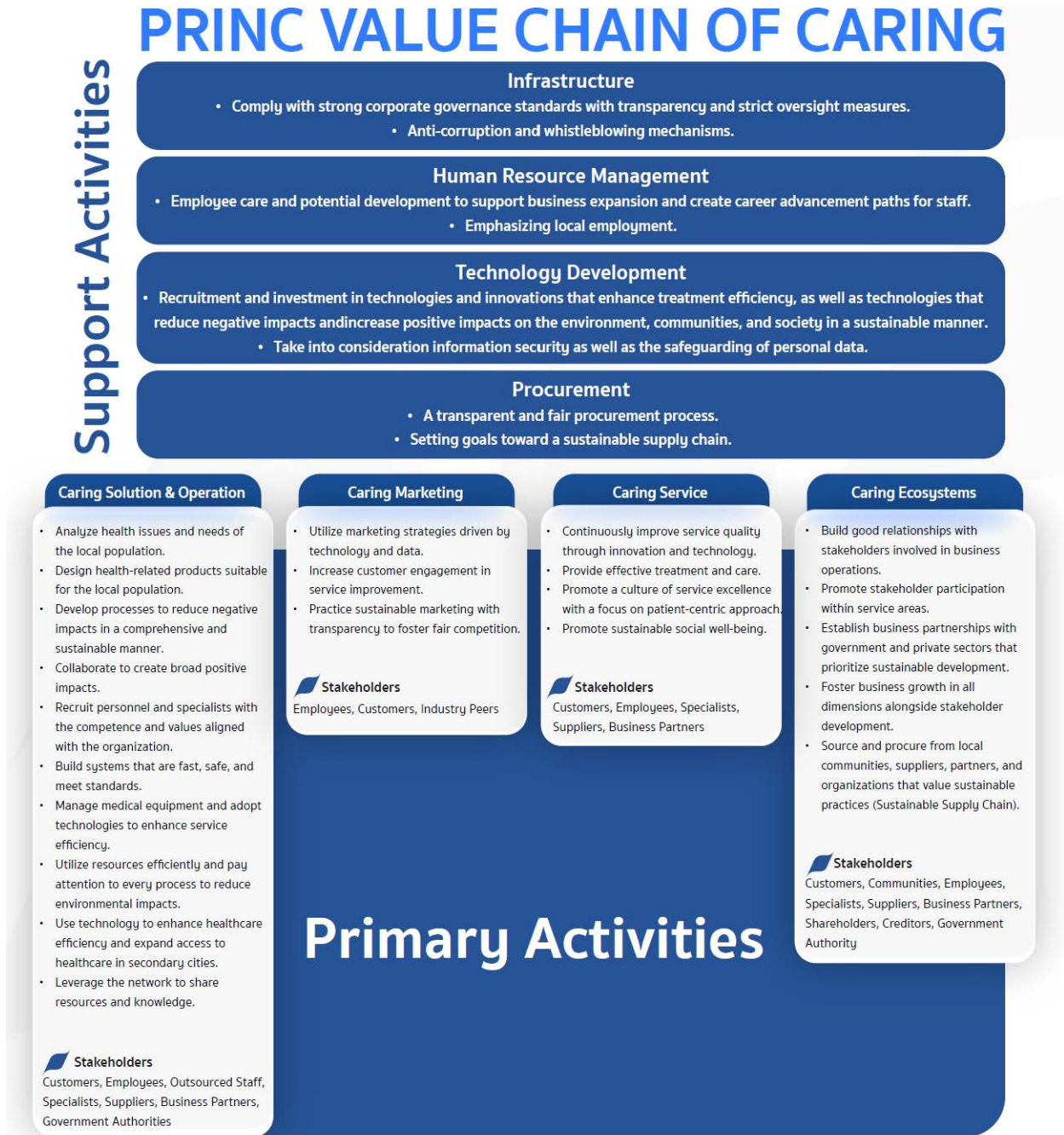
3. Human Resource Management

- Employee care and potential development to support business expansion and create career advancement paths for staff.
- Emphasizing local employment.

4. Infrastructure

- Comply with strong corporate governance standards with transparency and strict oversight measures.
- Anti-corruption and whistleblowing mechanisms.

Business value chain diagram



Analysis of stakeholders in the business value chain

Details of stakeholder analysis in the business value chain

Group of stakeholders	Stakeholders' expectations	Responses to stakeholder expectations	Channels for engagement and communication
<u>Internal stakeholders</u>			
<ul style="list-style-type: none"> • Employees 	-	-	<ul style="list-style-type: none"> • Online Communication • Internal Meeting • Complaint Reception • Employee Engagement Survey • Satisfaction Survey • Others <ul style="list-style-type: none"> • - • - • - • -
<ul style="list-style-type: none"> • Specialists 	-	-	<ul style="list-style-type: none"> • Internal Meeting • External Meeting • Employee Engagement Survey • Others <ul style="list-style-type: none"> • -

Group of stakeholders	Stakeholders' expectations	Responses to stakeholder expectations	Channels for engagement and communication
<u>External stakeholders</u>			
• Customers	-	-	<ul style="list-style-type: none"> • Visit • Online Communication • Complaint Reception • Satisfaction Survey • Training / Seminar • Others <ul style="list-style-type: none"> • -
• Community	-	-	<ul style="list-style-type: none"> • Visit • Social Event • Online Communication
• Suppliers	-	-	<ul style="list-style-type: none"> • Online Communication • External Meeting • Others <ul style="list-style-type: none"> • - • -
• Society	-	-	<ul style="list-style-type: none"> • Social Event • Online Communication
• Business partners	-	-	<ul style="list-style-type: none"> • External Meeting • Training / Seminar
• Creditor	-	-	<ul style="list-style-type: none"> • External Meeting
• Shareholders	-	-	<ul style="list-style-type: none"> • Visit • Press Release • Online Communication • Annual General Meeting (AGM)
• Government agencies and Regulators	-	-	<ul style="list-style-type: none"> • External Meeting • Others <ul style="list-style-type: none"> • - • -

Information on organization's material sustainability topics

Organization's material sustainability topics

The company has identified its sustainability materiality topics : Yes

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

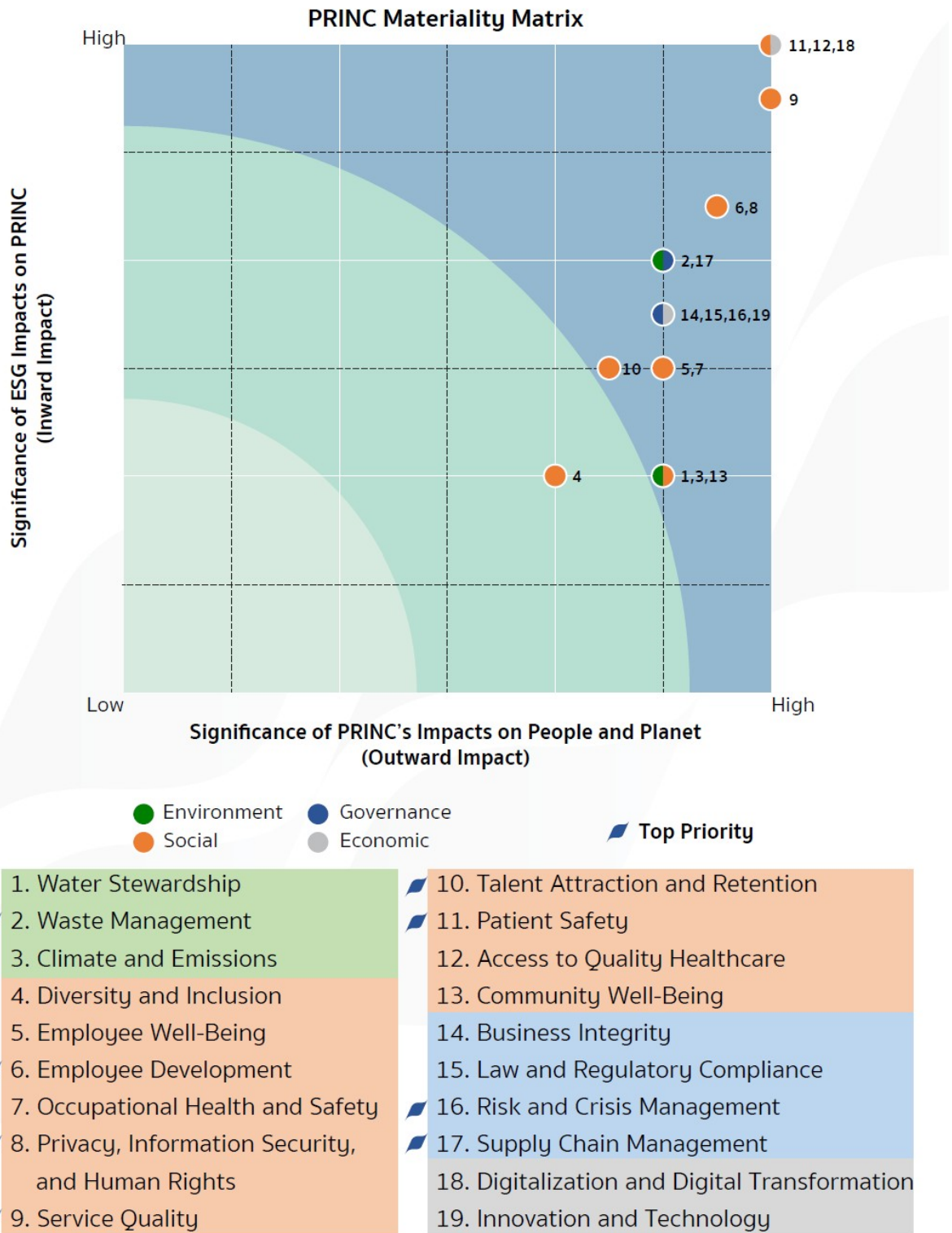
Details of organization's material sustainability topics

The names of the sustainability materiality topics	Subjects related to the sustainability materiality topics
Water Stewardship	<ul style="list-style-type: none"> • Environmental Management Standards Policy and Compliance • Water Management • Greenhouse Gas Management
Waste Management	<ul style="list-style-type: none"> • Environmental Management Standards Policy and Compliance • Waste and Waste Management • Greenhouse Gas Management
Climate and Emissions	<ul style="list-style-type: none"> • Environmental Management Standards Policy and Compliance • Greenhouse Gas Management
Diversity and Inclusion	<ul style="list-style-type: none"> • Human Rights • Fair Labor Practices
Employee Well-Being	
Employee Development	<ul style="list-style-type: none"> • Fair Labor Practices
Occupational Health and Safety	<ul style="list-style-type: none"> • Human Rights • Fair Labor Practices
Privacy, Information Security, and Human Rights	<ul style="list-style-type: none"> • Human Rights • Customer / Consumer Responsibility
Service Quality	<ul style="list-style-type: none"> • Customer / Consumer Responsibility
Talent Attraction and Retention	<ul style="list-style-type: none"> • Human Rights • Fair Labor Practices
Patient Safety	<ul style="list-style-type: none"> • Customer / Consumer Responsibility
Access to Quality Healthcare	<ul style="list-style-type: none"> • Community / Social Responsibility
Community Well-Being	
Business Integrity	<ul style="list-style-type: none"> • Good Governance
Law and Regulatory Compliance	
Risk and Crisis Management	<ul style="list-style-type: none"> • Sustainability Risk Management
Supply Chain Management	<ul style="list-style-type: none"> • Sustainable Supply Chain Management
Digitalization and Digital Transformation	<ul style="list-style-type: none"> • Good Governance
Innovation and Technology	<ul style="list-style-type: none"> • Innovation Development

Diagram of organization's material sustainability topics

3.2.7 Prioritization of Material Sustainability Topics

Diagram Showing the Assessment of Material Sustainability Topics by Priority



Information on sustainability report

Corporate sustainability report

Corporate sustainability report : Have data

Reference link for corporate sustainability report : <https://drive.google.com/file/d/1Y5tWFsEdwKLiTr3wPdJOUwkqqqZoXsyn/view>

Page number of the reference link : 75

Company sustainability disclosure aligned with standards

Company sustainability disclosure aligned with standards or : GRI Standards
guidelines

Sustainability risk management

Information on risk management policy and plan

Risk management policy and plan

The Company places great importance on risk management, with a systematic and comprehensive approach in line with the organization's strategy to enhance competitiveness and long-term sustainability. The Company has a Risk Management Committee responsible for overseeing, analyzing, and continuously assessing risks, as well as establishing measures to prevent and mitigate potential impacts.

Furthermore, the Company focuses on promoting a risk management culture at all levels of the organization, ensuring that all employees are aware, understand, and participate in risk management to effectively cope with business changes and challenges, leading to the stability and sustainable growth of the organization.

Reference link to risk management policy and plan : <https://drive.google.com/file/d/1Y5tWFsEdwKLiTr3wPdJOUwkqqqZoXsyn/view>

Page number of the reference link : 66

Information on ESG risk factors management standards

ESG risk factors management standards

Standards on ESG risk management : Yes

Standards on ESG risk management : COSO - Enterprise risk management framework (ERM)

Information on ESG risk factors

Risk factors on business operation

Operational risk associated with the Company or the group of companies

Risk 1 Risks from climate change

Related risk factors : [Operational Risk](#)
• Climate change and disasters

ESG risk factors : Yes

Risk characteristics

The company recognizes the impact of climate change that may affect the healthcare system and the operations of hospitals within the network. It has conducted an assessment of risks and vulnerabilities in four main areas: infrastructure, energy, personnel, and water systems, in order to develop strategies to cope with and reduce potential impacts.

Risk-related consequences

1. Risk from Floods and Droughts

Many hospitals in the network are located in areas prone to floods and droughts, which may affect infrastructure, utilities, and medical services. Although patients and staff have not been directly impacted in the past, there have often been issues with access to hospitals for both patients and staff.

2. Risk from Rising Temperatures and Energy

Higher temperatures result in increased energy use, particularly in air conditioning systems, leading to higher energy costs and risks of power outages or backup energy system failures, which could impact medical services.

3. Risk from Emerging Diseases and Healthcare Personnel Health

Climate change has led to the emergence of new diseases, such as those caused by increasing vector-borne diseases and air pollution-related illnesses like PM2.5, which affect both patients and healthcare personnel. The following measures have been implemented to address these challenges:

4. Risk from Water Systems, Sanitation, and Medical Waste (WASH)

Natural disasters such as floods and droughts affect access to clean water, medical waste management, and sanitation systems, which may lead to the spread of infections in hospitals.

Risk management measures

1. Risk from Floods and Droughts

- Use flood risk assessment criteria for the areas where the hospitals are located.
- Plan and implement improvements to drainage systems and flood protection systems in hospitals located in high-risk areas.
- Prepare a Business Continuity Plan (BCP) to ensure that hospitals can continue operations even in the event of a disaster.
- Expand telemedicine services and mobile medical units for patients who are unable to travel to the hospital.

2. Risk from Rising Temperatures and Energy

- Develop a Low Carbon Hospital approach and reduce excessive energy consumption.
- Improve the efficiency of air conditioning and electrical systems, install solar panels, and enhance the capacity of backup energy systems to reduce the risk of power outages.
- Pilot the use of Smart Energy systems at Prince Suvarnabhumi Hospital and expand to other hospitals.

3. Risk from Emerging Diseases and Healthcare Personnel Health

- Increase cooperation with public health authorities to monitor emerging diseases.
- Develop health protection strategies for personnel by reducing risks from increased workloads and potentially harmful environmental conditions.
- Enhance the hospital's ability to manage risks, including preventing shortages of medicines and medical supplies.
- Provide vaccination benefits for ongoing outbreaks during specific periods.

4. Risk from Water Systems, Sanitation, and Medical Waste (WASH)

- Install efficient water backup systems and wastewater treatment systems.
- Improve and elevate operations to comply with Green & Clean Hospital standards to enhance hospital management capabilities.
- Strengthen water quality monitoring systems and implement additional sanitation measures in hospitals.

Risk 2 Information Technology

Related risk factors : Strategic Risk
• Changes in technologies
ESG risk factors : Yes

Risk characteristics

The rapid evolution of information technology poses significant risks that can affect competitiveness, operational efficiency, and data security within the organization. These risks can be outlined as follows:

- **Obsolescence of Systems and Software:** Existing systems may become outdated and incompatible with new technologies, resulting in decreased efficiency.
- **High Cost of System Upgrades:** Continuous technological changes require frequent investments in system upgrades and improvements.
- **Shortage of Skilled Personnel:** New technologies often require expertise that is scarce in the labor market.
- **Cybersecurity Risks:** The adoption of advanced technology may introduce new vulnerabilities, especially in systems connected to multiple data sources.
- **Resistance to Change within the Organization:** Some employees may be reluctant or unprepared to adapt to new technologies, slowing down the transformation process.

Risk-related consequences

- **Reduced Competitiveness:** Failure to adapt to emerging technologies can cause products or services to fall short of customer expectations.
- **Operational Delays:** Outdated or unstable systems may result in inefficiencies and delays in workflow.
- **Missed Business Opportunities:** Inability to leverage new technologies may prevent innovation or expansion into new markets.
- **Increased Risk of Data Breaches or Cyberattacks:** Such incidents can damage the organization's reputation and incur high recovery costs.
- **Higher Long-Term Costs:** Investments may be needed in new systems, staff training, and change management initiatives to

cope with technological transformation.

Risk management measures

The Company recognizes these changes and is adopting cutting-edge technologies like Artificial Intelligence (AI) to enhance operations and boost efficiency. In addition, the Company is collaborating with leading AI and healthcare companies to integrate state-of-the-art technology into their systems and maintaining an in-house software development team for continuous system improvement and maintenance.

The Company restructured the organization based on Agile principles to improve responsiveness and better meet customer needs. The key agile initiatives are as follows:

- Cross-functional Teams: Forming teams that bring together individuals from various departments (developers, business experts, data analysts, system administrators) to work collaboratively as Product Teams.
- DevOps Implementation: Integrating Development and Operations teams to streamline the software development and delivery process, leading to faster and higher-quality releases.
- Decentralized Decision-Making: Empowering teams to make decisions within their respective product areas, reducing bureaucracy and accelerating workflows.
- Rapid Feedback Loops: Establishing systems for continuous customer feedback, which is then used to refine products and services in each development cycle.

Risk 3 Risk from Cyber Attack

Related risk factors	:	<u>Strategic Risk</u> <ul style="list-style-type: none">• Damage to company image and reputation <u>Operational Risk</u> <ul style="list-style-type: none">• Information security and cyber-attack <u>Compliance Risk</u> <ul style="list-style-type: none">• Legal risk
ESG risk factors	:	Yes

Risk characteristics

- Cyber Attacks: Such as hacking, DDoS attacks, or malware infections, which may cause system outages or disrupt services.
- Data Breaches of Personal Information: Especially sensitive data of patients or service users, which, if accessed or disclosed without authorization, may violate users' privacy rights.
- Unauthorized Access: Internal or external individuals gaining access to systems or data without proper authorization, potentially leading to data tampering, deletion, or theft.
- Lack of Cybersecurity Awareness among Staff: Insufficient knowledge or understanding of cyber threats may leave employees vulnerable to social engineering or phishing attacks.

Risk-related consequences

- Loss of Customer Trust: Any incident involving data breaches or system compromise may significantly reduce service users' confidence in the organization's ability to protect their information.
- Operational Disruption: Cyberattacks can cause critical systems to go offline, impacting medical services and internal management processes.
- Financial Loss: Including costs for system recovery, security upgrades, penalties for non-compliance with data protection regulations (e.g., PDPA), and potential legal liabilities.
- Reputational Damage: Severe cybersecurity incidents can negatively impact the organization's image and credibility over the long term.

Risk management measures

In the digital age where information technology plays a crucial role in business operations, the Company is aware of the risks from ever-increasing cyber threats, such as theft of patient or user data, information system breaches, or system disruptions that cause service interruptions. These can impact operations, patient data security, and user confidence. Therefore, the Company has established data security management guidelines with the following details:

- The Company adopts the principles of the ISO/IEC 27001 standard, which is the information security management standard, to create a framework for preventing cyber threats and protecting critical data.
- The Company defines and controls data access rights, which is essential to maintaining data security, ensuring that critical data is not accessed or disclosed by unauthorized individuals.
- The Company provides training and raises awareness to make employees understand cyber threats and how to prevent them to enhance operational safety.

- The Company regularly monitors and evaluates risks and updates security systems to remain up-to-date.

The Company is committed to maintain data security and protect the system to ensure the highest level of safety, which is a core priority that the Company consistently values.

Risk 4 Risks from Changes in Medical Technology

Related risk factors	:	<u>Strategic Risk</u>
		<ul style="list-style-type: none"> • Behavior or needs of customers / consumers • Changes in technologies
		<u>Operational Risk</u>
		<ul style="list-style-type: none"> • Information security and cyber-attack
ESG risk factors	:	Yes

Risk characteristics

- Rapidly outdated systems and technology: The technology currently in use may become obsolete in a short period, leading to the need for continuous system upgrades or changes.
- Complexity in connecting and integrating new systems: Implementing new technologies such as EHR and IoT alongside existing systems may cause technical issues or system incompatibility.
- Lack of staff readiness: Technological changes require new knowledge and skills, and if the staff is not prepared, it may result in underperformance in using the technology effectively.
- Data security risks from new technology: Technologies that connect multiple systems or use the internet may unintentionally increase security vulnerabilities.

Risk-related consequences

- The cost of upgrading and maintaining advanced technology requires the company to continuously invest in systems, technology, and personnel to ensure it can keep up with changes.
- Disruption of services in the event of technology issues. If the new system is unstable or personnel are not yet proficient, it may affect the delivery of medical services.
- Medical data is at risk of leakage or being attacked, especially when using systems connected through networks, such as IoT, if there is no proper security protection in place.
- Reduced trust from patients and service users. Mistakes or delays in service delivery due to the use of technology may cause service users to lose confidence in the organization's system.

Risk management measures

The advancement of technology in healthcare has significantly improved patient care and data management efficiency. The company has implemented technologies such as Electronic Health Records (EHR) and the Internet of Things (IoT) to help increase speed, reduce errors, save time, and enhance patient satisfaction. Additionally, it has strengthened the security and organization of data management, especially in protecting medical information from leakage and unauthorized access.

The company recognizes the importance of this and has implemented management measures to protect critical data, ensuring that the system is secure and properly controlled.

- Important data must be encrypted both during transmission (Data in Transit) and while stored (Data at Rest). Encryption ensures that even if data is intercepted or accessed without authorization, it cannot be easily decrypted.
- Developing a clear security policy that outlines the methods for protecting data and managing risks in the event of a data breach. The policy will cover procedures for handling data breach incidents, reporting issues, and regularly monitoring security. It also includes regular vulnerability assessments of technology systems and updating software to fix identified flaws and vulnerabilities to prevent malicious actors from exploiting unpatched weaknesses to attack the system.

Risk 5 Risk from Legal Litigation

Related risk factors	:	<u>Strategic Risk</u>
		<ul style="list-style-type: none"> • Government policy
ESG risk factors	:	Yes

Risk characteristics

Since the Company operates under the supervision of the Ministry of Public Health and other relevant government agencies, changes in regulations by the government play an important role in the business. For example, the government has announced the enforcement of the Personal Data Protection Act B.E. 2562, which is a law enacted to protect the collection, use, and disclosure of personal data of individuals, including service recipients in medical facilities. The law requires the Company, as a personal data controller, to provide appropriate security measures to prevent loss,

access, alteration, modification, or disclosure of personal data without authority, and to notify the data subject of the purpose and request consent for the collection, use, and disclosure of personal data before proceeding, unless the law authorizes the operation without consent.

Risk-related consequences

If the Company and the hospital are unable to provide security measures and operate as required by law, the data subject may file a lawsuit to claim damages from the Company and the hospital.

Risk management measures

In order to prevent and mitigate the impact that may arise from the enforcement of the Personal Data Protection Act B.E. 2562, the Company and its affiliated hospitals have established a personal data protection policy, which sets out details of the collection, use, and disclosure of personal data, and also covers the exercise of various rights of the data subject, including the appointment of a personal data protection officer as required by law, etc.

Risk 6 Risk of Shortage of Doctors, Medical Personnel, and Specialized Personnel

Related risk factors : Operational Risk
• Shortage or reliance on skilled workers
ESG risk factors : Yes

Risk characteristics

The expansion of the medical business is currently one of the key strategies in providing healthcare services to the public in various areas, especially in secondary cities where the population is increasing and the demand for medical services is growing accordingly. Expanding the company's operations to these secondary cities is a response to the rising demand in these areas, which are also locations where it is difficult to find medical personnel.

Risk-related consequences

The issue of recruiting medical personnel is generally a challenge in secondary cities, which often face shortages of medical staff in both quantity and quality. This can lead to healthcare services not meeting the expectations of patients. Additionally, the shortage of personnel may result in problems managing the increasing demand from patients, causing longer waiting times or an inability to provide services according to established standards. As a result, patients or service users may become dissatisfied, which could lead to the loss of customers and revenue.

Risk management measures

The Company has focused on selecting and recruiting medical personnel who are knowledgeable, capable, and aligned with the organization's vision. In addition, the Company also emphasizes retaining qualified personnel with the Company, as good and qualified medical personnel are a key factor for the sustainable success of the organization.

Risk management approaches to reduce the loss of medical personnel from the organization include: there is a process for selecting capable personnel with a good attitude who can be transferred between hospitals within the network, providing training to enhance capabilities and succession planning to create career advancement for personnel, taking care of the physical and mental health of employees and their families and improving the compensation and benefits structure to be competitive with the market, etc. In addition, the Company also listens to employee feedback on various issues and encourages employees to express themselves to create employee engagement with the Company, which will help prevent employee turnover in another way. The Company conducts an employee engagement survey every year.

Risk 7 Risk from Legal Litigation

Related risk factors : Compliance Risk
• Legal risk
ESG risk factors : Yes

Risk characteristics

Due to the government's enactment of various laws, such as the Consumer Case Procedure Act B.E. 2551, the Personal Data Protection Act, the Goods and Services Prices Act B.E. 2542, and the Product Liability for Safety Act B.E. 2551.

Risk-related consequences

These acts facilitate consumers in prosecuting medical facilities, there is a risk that the Company may be sued more often due to inappropriate medical treatment, data collection, and patient confidentiality.

Risk management measures

The Company has recognized this risk and has risk management measures in place, including a process for

inspecting, monitoring, and controlling the quality of medical treatment, screening medical personnel, respecting patient rights, managing expectations and assessing user satisfaction, promoting quality and safe treatment by pushing hospitals in the network to have treatment standards in accordance with international standards, including providing knowledge to employees about relevant laws, and establishing a personal data security policy. In the event of a risk of litigation, the Company has a process for transferring risk to insurance companies. The Company has campaigned and required doctors in the network to have professional medical liability insurance.

In addition, the Company attaches importance to the reporting system when there are complaints from service recipients to prevent or reduce potential risks.

Risk 8 Risk from Economic Fluctuations: Inflation, Recession, or Interest Rate Adjustments

Related risk factors	: <u>Financial Risk</u>
	• Fluctuation in exchange rates, interest rates, or the inflation rate
ESG risk factors	: No

Risk characteristics

In a situation where the global and Thai economies are highly volatile due to external factors such as rising inflation, recession, and interest rate uncertainty, the Company is aware of the potential impacts, especially on the private hospital business, which relies on the purchasing power of consumers both domestically and internationally.

Risk-related consequences

One of the significant impacts is the decrease in consumer purchasing power. During periods of high inflation, the cost of living rises, which may lead consumers to prioritize other essential expenses over healthcare services or private hospital visits. This is especially true for consumers who cannot easily access health insurance or treatment at public hospitals.

Additionally, an economic downturn may lead to a decrease in demand for medical services, particularly for non-urgent services such as annual health check-ups or treatment for conditions that do not pose an immediate life threat. Patients may choose to postpone treatment or opt for lower-cost services.

Furthermore, the uncertainty of interest rates is another factor that may impact the company, especially if the company relies on borrowing to expand its business or invest in developing new hospitals. If interest rates rise, the company will face higher financial costs, which could affect profitability and its ability to invest in the future.

Risk management measures

The Company is therefore pursuing a strategy for sustainable growth by adapting to changing economic conditions through monitoring economic trends both domestically and internationally, analyzing the impact on businesses, partners, and customers to support strategic decision-making effectively. During periods of high inflation, the Company focuses on efficient cost management, reducing unnecessary expenses, and increasing operational efficiency to reduce the impact on the hospital's cost structure, while considering the ability of customers to access medical services, especially major user groups in the country and foreign customers from neighboring countries such as Laos, Cambodia, and Myanmar, which may be affected by inflation and exchange rates. Cost management and pricing are therefore carried out carefully to maintain competitiveness.

In addition, the Company attaches importance to managing financial liquidity by carefully allocating budgets and adjusting business expansion plans in line with past economic conditions. The Company has sold three real estate projects worth more than Baht 5.9 billion and used the proceeds to prepay loans to financial institutions to enhance financial stability, reduce interest burden, and increase investment potential in the hospital business, which is the Company's core business. To manage interest rate and economic risks, the Company has a policy of diversifying loan sources, not considering only the lowest cost at that time, but taking into account long-term financial stability. The Company uses a mixed approach to interest rate management, both fixed rate and floating rate, to reduce the impact of interest rate volatility.

The Company attaches importance to risk management in all dimensions, focusing on cost management, maintaining liquidity, and strategic planning to ensure that the hospital business grows steadily, even in the face of changing economic conditions. The Company is committed to doing business with flexibility, prudence, and sustainable growth to maintain the confidence of shareholders, employees, and all stakeholders.

Risk 9 Risks from Investment Expansion and Mergers and Acquisitions

Related risk factors	: <u>Strategic Risk</u>
	• Other : Risks from Investment Expansion and Mergers and Acquisitions
ESG risk factors	: No

Risk characteristics

The Company attaches importance to investment expansion to create continuous and sustainable growth through an investment strategy that focuses on expanding the hospital business in potential areas and merging with hospitals, including investing in businesses related to medicine, which can enhance the potential and efficiency of hospital business operations in the long term. However, such investments may have uncertainties in terms of returns that differ from forecasts, which may be caused by factors that the Company cannot control, such as changes in the business environment, economic, social conditions, and changes in government policies.

Risk-related consequences

- Uncertainty regarding investment returns may differ from initial expectations, as returns from investments in the hospital business or hospital mergers and acquisitions can be affected by factors beyond the company's control, such as changes in the business environment. This may result from shifts in the market or increased competition in the healthcare industry.
- Economic conditions are an important factor that can impact investment returns, especially during periods of high economic volatility, such as economic recessions or high inflation. This may reduce consumers' purchasing power, leading to a decrease in demand for medical services, which could result in unexpectedly lower revenue for hospitals.
- Changes in government policies may also impact investments in the hospital business, such as adjustments in tax rates, changes in regulations for medical services, or policies that do not support the expansion of hospital businesses in certain areas. These changes may require the company to adjust its investment or business strategies accordingly, which could affect the expected returns on investment.

Risk management measures

The Company has conducted a detailed study and analysis of investment opportunities and risks in all dimensions, including consulting relevant experts when necessary. The Company has established policies and measures to mitigate risks and has a process for continuous monitoring and evaluation of operating results to ensure that investment decisions are based on prudence and take into account the best interests of the Company.

Risk 10 Risk from Future Emerging Infectious Diseases (Emerging Risk)

Related risk factors	:	<u>Strategic Risk</u>
		• Pandemic risk
ESG risk factors	:	Yes

Risk characteristics

In recent years, the world has faced outbreaks of new, unpredictable diseases, such as COVID-19, which had a severe impact on the economy, society, and healthcare systems worldwide. The emergence of new diseases that can spread rapidly represents an uncontrollable risk and has a profound impact on various businesses, including private hospitals, which must manage healthcare services during these crises.

Risk-related consequences

- When a new disease emerges and spreads rapidly, hospitals must accommodate a surge in patients within a short period of time. This puts excessive pressure on the healthcare system, potentially leading to overcrowding in services and affecting the quality of care provided.
- The shortage of medical personnel occurs as healthcare workers may have to work under high pressure and face the risk of infection, which can lead to a shortage of staff available to treat patients. As a result, hospitals may be unable to provide services at their usual capacity.
- The emergence of new diseases may impact essential equipment and medications, leading to shortages of medical supplies such as masks, ventilators, or necessary medications and vaccines for treating patients. This forces hospitals to rely on external sources for procurement, which may have limitations.

Risk management measures

In 2024, screening measures for suspected Monkeypox patients were enhanced, and infection control standards were reviewed and developed to cover potential new and recurring emerging diseases. Surveillance measures were implemented, including patient screening, management of at-risk areas covering Airborne, Droplet, and Contact Precautions. Staff communication and training were conducted, enabling the hospital to effectively prevent outbreaks. Hospital staff were not infected with new or recurring emerging diseases.

In addition to improving standards for monitoring and surveillance of potential future diseases, the hospital also prepared by stockpiling medical supplies, medications, and personal protective equipment. Telemedicine technology was implemented to facilitate communication between doctors and patients, improving patient care efficiency and reducing the risk of transmission.

Learning from the past and with robust preparedness, the hospital remains committed to addressing the challenges

of future emerging infectious diseases and building sustainable public health confidence for the public and the community.

Risk 11 Potential Future Risks – Carbon Tax (Emerging Risk)

Related risk factors : Strategic Risk
• Government policy
Financial Risk
• Other : Carbon Tax

ESG risk factors : Yes

Risk characteristics

Due to the global problem of global warming, countries worldwide are prioritizing the reduction of greenhouse gas emissions. At the COP 26 conference, the Prime Minister of Thailand expressed the country's commitment to achieving net-zero greenhouse gas emissions by 2065. Furthermore, in 2024, the UN Secretary-General declared that the world had entered an era of global boiling, and various indicators are not aligned with internationally agreed targets, requiring stronger measures and clearer commitments. This has led the government to consider implementing a carbon tax mechanism to encourage businesses to change their behavior, focusing on more efficient energy use and the adoption of cleaner energy sources.

Risk-related consequences

- Risk of Increased Business Costs: The implementation of a carbon tax mechanism on the energy sector may lead to higher energy costs and increased costs of goods in the value chain, affecting the Company's profitability.
- Risk of Being Subject to Carbon Tax: The Company's business may be directly subject to carbon tax, leading to higher operating costs and potentially other impactful measures.

Risk management measures

- The Company has projects to replace fossil fuels with solar energy, such as the use of solar rooftops in seven hospitals, to reduce the proportion of energy from fossil fuels. The Company also has projects that utilize technology and systems to promote more efficient energy use. In addition, the Company has begun assessing the sustainability of its business partners, starting with surveying their energy transition and greenhouse gas emission reduction efforts to plan and prepare appropriately.
- The Company has been compiling greenhouse gas inventories and calculating its organization-wide greenhouse gas emissions since 2021. The Company has set targets for reducing greenhouse gas emissions per patient served, and in 2024, this has been incorporated as a Company-wide KPI that all employees are responsible for. Furthermore, the Company has begun studying approaches to setting science-based net-zero emission targets to facilitate long-term planning and develop effective strategies to drive these plans.

Information on business continuity plan (BCP)

Business Continuity Plan (BCP)

Business Continuity Plan (BCP) : Yes

Objectives: To ensure hospital operations continue effectively during emergency situations, minimizing losses of life, property, and disruptions to service delivery.

Scope: All hospital departments, personnel at all levels, contractors, and visitors.

Emergency Procedures:

Preparedness

- Conduct basic BCP training for all staff.
- Regularly conduct emergency drills based on various Codes annually.
- Maintain critical utilities and equipment in ready condition.

Response

- Assess and announce the emergency situation as per the incident.
- Establish an Incident Command Center (ICC).
- Coordinate and systematically execute specific response plans for each relevant Code.

Recovery

- Assess damages and plan service recovery promptly.
- Prepare incident summary reports with improvement and preventive measures for the future.

Code Details:

- Code Black: Terrorist attack or bomb threat

- Code Red: Fire incident
- Code Green: Flood incident
- Code Brown: Hazardous chemical spill
- Code Orange: Mass casualty incident
- Code Pink: Infant and child abduction
- Code Gold: Theft incident
- Code White: Civil unrest, violence, or loud complaints
- Code Gray: IT system outage

Roles and Responsibilities:

- Senior Management: Approval and resource support
- Incident Commander: Overall incident management
- Logistics Chief: Resource, equipment, and logistics support
- Operations Chief: Medical operations oversight
- Planning Chief: Situation analysis and emergency planning
- Finance Chief: Financial management during incidents
- Public Information Officer: Public and media communication
- Safety & Security Chief: Security and safety management

Communication and Coordination:

- Establish clear and reliable emergency communication channels.
- Systematically coordinate with external agencies for incidents beyond internal capabilities.

Assessment and Review:

- Conduct post-incident or drill evaluations for improvements.
- Regularly update the BCP to reflect current conditions and best practices.

Data and Document Management:

- Systematically store relevant documents for accessibility during emergencies.
- Strictly adhere to confidentiality and data security standards.

Cooperation from All Parties:

- All departments and personnel must strictly comply with the BCP.
- Promptly report incidents or issues through established communication channels.

Sustainable supply chain management

Information on sustainable supply chain management policy and guidelines

Sustainable supply chain management policy and guidelines

Company's sustainable supply chain management policy and guidelines	:	Yes
Link for company's sustainable supply chain management policy and guidelines	:	https://drive.google.com/file/d/1Y5tWFsEdwKLiTr3wPdJOUwkqqqZoXsyn/view
Page number of the reference link	:	101

Information on sustainable supply chain management plan

Sustainable supply chain management plan

Company's sustainable supply chain management plan	:	Yes
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Supply Chain Management

Suppliers are among the key stakeholders that support the Company's efficient expansion of medical services by providing high-quality products and services, enabling hospitals to continuously care for patients. Suppliers who offer innovative services, improve work processes, and strictly comply with legal and regulatory standards help ensure operational accuracy, enhance service satisfaction, and reduce negative impacts on society and the environment.

Therefore, the Company prioritizes effective supply chain management, ensuring all processes align with sustainable development principles to maximize benefits for all parties involved.

Sustainable Business Operations Supplier Assessment

To align with the Company's direction toward sustainable business operations, an annual supplier sustainability assessment is conducted. This covers all three ESG dimensions—Environment, Social, and Governance—as well as collecting information about the suppliers' sustainability projects, which may be used to identify opportunities for collaboration or future development.

Supply Chain Risk Management

Risks within the supply chain can occur at any time. Effective risk management enables the organization to respond efficiently to changes such as government regulations, pandemics, or conflicts, which may affect the cost or continuity of medical services.

The Company manages supply chain risks through the following steps:

1. Identifying key buyer risks that may significantly impact the Company.
2. Identifying suppliers exposed to those risks (supplier risks).
3. Evaluating suppliers' risk levels through self-assessment forms focused on sustainability.
4. Developing joint risk management plans with key suppliers.
5. Monitoring risk mitigation efforts through regular meetings and on-site visits.

In 2024, the key supply chain risk remained the shortage of locally manufactured medicines and medical supplies in Thailand. The Company identified its top 50 suppliers (by purchase volume) of such items and collaborated with them on mitigation strategies, including:

- Forecasting the required volume and timing of medicines across the network to enable suppliers to plan upstream procurement and production more accurately.
- Coordinating with all hospital pharmacies within the group to increase stock levels of high-risk items, based on supplier updates. A summary of these items was compiled to implement a joint Continuous Quality Improvement (CQI) plan, which is monitored monthly.

For original medicines (imported), intermittent shortages were also identified. The Company addressed this risk by collaborating with wholesale drugstores that maintain large inventories of original medicines, ensuring temporary substitutes are available during periods of supply disruption.

Reference link to sustainable supply chain management plan	:	https://drive.google.com/file/d/1Y5tWFsEdwKLiTr3wPdJOUwkqqqZoXsyn/view
Page number of the reference link	:	101

Information on new suppliers undergoing sustainability screening criteria

New suppliers undergoing sustainability screening criteria

Does the company use sustainability screening criteria with : Yes
new suppliers?

	2022	2023	2024
Percentage of new suppliers undergoing sustainability screening criteria over the past year (%)	N/A	100.00	100.00

Information on supplier code of conduct

Supplier code of conduct

Supplier code of conduct : Yes

Information on key suppliers acknowledging compliance with the supplier code of conduct

Key suppliers acknowledging compliance with the supplier code of conduct

Does the company require key suppliers to acknowledge : Yes
compliance with the supplier code of conduct?

	2022	2023	2024
Percentage of key suppliers acknowledging compliance with the supplier code of conduct over the past year (%)	17.00	28.50	50.40

Innovation development

Information on innovation development policy and guidelines in an organizational level

Research and development policy (R&D)

Company's research and development (R&D) policy : No

Information on organization's innovation culture development and promotion process

Process of developing and promoting the company's innovation culture

Process of developing and promoting the company's innovation culture : Yes

Leveraging Technology to Enhance Healthcare Service Quality

Today, technology plays a crucial role in elevating the quality of healthcare services. The Company is committed to delivering medical services with excellence by adopting advanced technologies to transform and improve its systems. This ensures more effective patient care while enhancing the security and organization of health information management.

One of the key technologies adopted is the **Electronic Health Records (EHR)** system. EHR enables physicians and medical staff to quickly access patient information, reduce treatment errors, and increase diagnostic accuracy. It also helps reduce the use of paper-based documentation, improving the efficiency of data management.

Additionally, the Company has adopted the **Internet of Things (IoT)** to connect medical devices to health data systems in real time. This allows for continuous patient monitoring, enhances diagnostic precision, and enables timely medical decision-making. It also helps ease the workload of healthcare personnel and improves patient satisfaction.

However, with the rapid advancement of technology, current systems and software can quickly become outdated. Recognizing this challenge, the Company has invested in **Artificial Intelligence (AI)** to enhance the efficiency of health data analysis and support physicians in diagnostics. The Company also partners with leading AI and healthcare service providers to integrate cutting-edge technology into its systems.

Moreover, the Company maintains an **in-house software development team** to continuously maintain and improve the systems, allowing for rapid adaptation to technological changes and more efficient healthcare delivery.

To further enhance agility and responsiveness to customer needs, the Company has restructured its organization by adopting the **Agile Organization** approach, with key initiatives including:

- **Establishing cross-functional teams** composed of software developers, business experts, data analysts, and system administrators, working collaboratively as product teams.
- **Implementing DevOps practices** to bridge the gap between development and operations teams, ensuring faster and higher-quality software delivery.
- **Decentralizing decision-making**, empowering each product team to make decisions within their scope to reduce delays and streamline operations.
- **Creating a fast feedback loop**, where customer feedback is continuously gathered and used to improve products and services in every development cycle.

The Company believes that continuous investment in advanced technology and system development is the key to the future of healthcare services. With a strong commitment to innovation and effective care, the Company aims to lead in developing health solutions that meet the needs of patients and healthcare professionals in the digital era.

Fostering Innovation Through Quality Improvement Initiatives

The Company places strong emphasis on **Continuous Quality Improvement (CQI)** as a core mechanism to drive innovation within the organization—across work processes, medical services, and healthcare system management.

The Company encourages personnel at all levels to actively participate in:

- **Identifying** problems and opportunities for improvement in daily operations
- **Analyzing** root causes and contributing factors
- **Improving** work processes for better efficiency
- **Experimenting** with new solutions that directly address operational challenges

This approach fosters a learning-oriented culture and provides employees with opportunities to contribute to innovation from the ground level.

In **2024**, the Company implemented a total of **524 CQI projects**, demonstrating the commitment of staff across all levels to driving innovation and enhancing service quality.

A standout project was the "**Insulin Syringe Needle Disposal Training**" initiative from **Prince Lamphun Hospital**,

which won **first prize in the Service Innovation category** at the **Health Region 1 level**, awarded by the **Department of Health**

To further support innovation, the Company also hosted the internal **CQI Award** competition, providing a platform for employees to showcase their ideas, outcomes, and best practices in quality improvement. This year, **32 CQI projects received awards**, with highlights including:

Innovation Category Winner: *"Centrix's Report Improvement"*

Process Improvement Category Winner: *"Instant Communication for VAP & HAP Prevention"*

Reference link to organization's innovation culture : <https://drive.google.com/file/d/1Y5tWFsEdwKLiTr3wPdJOUwkqqqZo>
development and promotion process : Xsyn/view
Page number of the reference link : 168

Information on innovation development benefits and research and development (R&D) expenses

Benefits of innovation development

Financial benefits

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

Non-financial benefits

Does the company measure the non-financial benefits from : Yes
innovation development?

	2022	2023	2024
number of CQI (Projects)	0.00	401.00	524.00

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