

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 Degree Celsius 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:

1. 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.
2. Emphasize efficient use of resources, including electricity and water, and promote the 3Rs (Reduce, Reuse, Recycle) principles.
3. Increase the proportion of clean energy sources used.
4. Source materials and services throughout the value chain with consideration for environmental impacts.
5. Develop services and products that reduce impact on both consumers and the environment.
6. Promote environmental awareness and encourage employees to act responsibly toward environmental impacts.
7. Seek partnerships to jointly reduce environmental impacts.
8. Apply for relevant environmental certifications such as the Green & Clean Hospital standard.

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

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

Review of environmental policies, guidelines, and/or goals over the past year	: Yes
Changes in environmental policies, guidelines, and/or goals	: Greenhouse gas and climate change management

Previously, the Company established a target to reduce greenhouse gas (GHG) emissions per patient served by 5% from the base year. To align with international standards, the Company has formally declared its commitment to the Science Based Targets initiative (SBTi) to set science-based net GHG reduction targets.

Under SBTi criteria, organizations are required to reduce absolute GHG emissions by more than 90% by the target year prior to applying carbon offset mechanisms, with offsets permitted for no more than 10% of total residual emissions.

The Company is committed to implementing this pathway in a concrete and measurable manner, supporting the global objective of limiting temperature rise to no more than 1.5 Degree Celsius in alignment with the Paris Agreement

Information on compliance with environmental management principles and standards

Compliance with water management principles and standards

Water management principles and standards : 3Rs or 5Rs, Other : Enhancement and Conservation of National Environmental Quality Act, B.E. 2535 (1992)

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)

Information on other environmental management

Plans, performance, and outcomes related to other environmental management

In 2025, the hospital network continued implementing initiatives to reduce negative environmental impacts while creating positive environmental outcomes. As a result, 13 hospitals within the network were awarded the GREEN & CLEAN Hospital Challenge certification by the Department of Health, Ministry of Public Health.

This award recognizes healthcare facilities demonstrating excellence in environmental health management and safety across eight key categories:

- **CLEAN** Improvement of environmental hygiene within hospitals
- **GARBAGE** Hygienic waste and solid waste management
- **RESTROOM** Development of sanitation-standard restroom facilities
- **ENERGY** Efficient energy and resource management
- **ENVIRONMENT** Stewardship of the hospitals internal and surrounding environment
- **NUTRITION** Safe food sanitation and nutrition control
- **INNOVATION** Promotion of environmental health innovations

- **NETWORK** Building collaborative networks to advance green hospitals

Award Classification Levels : The certification is categorized into three levels:

Standard Level

- ≥ 80% compliance in Categories 16
- Total score ≥ 176 points

Excellent Level

- ≥ 90% compliance in Categories 18
- Total score ≥ 243 points

Challenge Level : Hospitals must achieve the Excellent level and demonstrate outstanding performance in at least one of the following areas:

- Occupational health and environmental medicine services
- Medical waste management
- Energy efficiency management
- Low-carbon and climate-resilient healthcare development

GREEN & CLEAN Hospital Award (2025)

The following network hospitals received GREEN & CLEAN Hospital recognition:

- Princ Hospital Suvarnabhumi Excellent Level (20252027) and Challenge Level in all four areas (20252027)
- Pitsanuvej Phitsanulok Hospital Excellent Level (20242026) and Challenge Level in Low-Carbon and Climate-Resilient Healthcare Development (20242026)
- Pitsanuvej Uttaradit Hospital Excellent Level (20252027)
- Princ Hospital Paknampo 1 Excellent Level (20242026)
- Princ Hospital Paknampo 2 Excellent Level (20252027)
- Princ Hospital Uthai Thani Excellent Level (20252027)
- Princ Hospital Sisaket Excellent Level (20242026)
- Princ Hospital Lamphun Excellent Level (20242026)
- Princ Hospital Sakon Nakhon Excellent Level (20242026)
- Princ Hospital Ubon Ratchathani Standard Level (20252027)
- Princ Hospital Mukdahan Excellent Level (20252027)
- Virajsilp Hospital Chumphon Standard Level (20262028)

In 2026, the hospital network plans to further elevate its standards by applying for higher-level certifications and expanding environmental management best practices from high-performing hospitals to other facilities across the network, ensuring broader and more consistent implementation of green hospital standards.

Information on incidents related to legal violations or negative environmental impacts

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

	2023	2024	2025

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

Energy management

Disclosure boundary in energy management in the past years

Boundary type	: Company
Total number of disclosure boundaries	: 17
Actual number of disclosure boundaries	: -
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 two main strategies tailored to its specific contexts 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

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 and fuel consumption	2024 : energy consumption 72.74 Kilowatt-Hours / Number of Users per Year	2025 : Reduced by 10% or 7.27 Kilowatt-Hours / Number of Users per Year
Increase of electricity consumption from renewable energy sources	2025 : electricity consumption from renewable sources 8.23 percent	2028 : Increased by 11.77%

Remark: ⁽¹⁾ In the 2025 baseline year, the share of renewable energy was 8.23%. The target is to increase this by 11.77% by 2028, resulting in a total share of 20%

Information on performance and outcomes of energy management

Performance and outcomes of energy management

Performance and outcomes of energy management : Yes

In line with the Company's target to reduce energy consumption intensity by 10% from the 2024 baseline by 2025, the Company was unable to achieve the stated target. Performance results indicated that energy consumption intensity increased by 4.07% compared with the baseline year.

In 2024, the Company recorded electricity consumption of 72.74 kWh per person per year, which increased to 75.70 kWh per person per year in 2025.

1. Renewable Energy Utilization

The Company, in collaboration with its shareholders and key partners, including RATCH Group Public Company Limited through its subsidiary, Ratch Development Energy Public Company Limited, initiated solar photovoltaic (Solar Cell) installations across hospitals within the network starting in 2022.

In 2025, solar installations were completed at one additional hospital, increasing from seven sites completed in 2024 to a total of eight hospitals, comprising:

- Princ Hospital Lamphun
- Princ Hospital Sakon Nakhon
- Princ Hospital Sisaket
- Princ Hospital Uthai Thani
- Princ Hospital Ubon Ratchathani
- Pitsanuvej Uttaradit Hospital
- Princ Hospital Paknampo 1
- Princ Hospital Mukdahan

As a result of these solar energy installations, the Company generated a total of 1,922 MWh of renewable electricity in 2025, representing 18.87% of total electricity consumption across the eight hospitals.

Across the entire hospital network, renewable energy accounted for 8.23% of total electricity consumption, with a target to increase the share of clean energy to 20%.

The Company remains committed to increasing the share of renewable energy while continuously implementing energy efficiency improvement measures. Preparations are underway for additional solar installations in 2026 at the following hospitals:

- Virajsilp Hospital Chumphon
- Thanakan Hospital
- P.Phathya Hospital 1 and P.Phathya Hospital 2

2. Energy Efficiency Improvements

In 2025, the Company implemented multiple initiatives to enhance energy and resource efficiency across its hospital network, as detailed below.

- **Pitsanuvej Phitsanulok Hospital** installed an Automatic Voltage Regulator (AVR) system in 2025, achieving energy savings of 560,358 kWh, equivalent to a 9.32% reduction. Total electricity consumption was 5,864,871.20 kWh in 2024 and decreased to 5,448,937.00 kWh in 2025, representing a reduction of 415,934.20 kWh and electricity cost savings of THB 2,242,195.

In 2026, the Company plans to expand AVR installation to six additional hospitals:

- Princ Hospital Lamphun (expected savings: 7.6%)
- Sirivej Lamphun Hospital (6.0%)
- Princ Hospital Paknampo 1 (8.7%)
- Princ Hospital Paknampo 2 (7.1%)
- Virajsilp Hospital Chumphon (7.6%)
- Pitsanuvej Uttaradit Hospital (6.3%)

Moreover, the Company also aims to expand the installation of automatic voltage control systems across all hospitals within the network.

- Princ Hospital Suvarnabhumi implemented the Smart Energy system developed by True Digital Group to manage its chiller system, alongside installation of a High-Efficiency Chiller. These initiatives resulted in electricity savings of 9.87%.

The Company plans to expand the Smart Energy system to Pitsanuvej Hospital and extend High-Efficiency Chiller implementation to Princ Hospital Sakon Nakhon, Princ Hospital Sisaket, Princ Hospital Uthai Thani, and Princ Hospital Ubon Ratchathani.

- Princ Hospital Paknampo completed installation of a High-Efficiency Chiller Pump in June 2025, achieving a 8.8% reduction in energy consumption compared with the previous system. Based on the successful performance, the Company is seeking approval to expand installation to:

- Princ Hospital Sakon Nakhon
- Princ Hospital Sisaket
- Princ Hospital Ubon Ratchathani
- Princ Hospital Uthai Thani
- Pitsanuvej Uttaradit Hospital
- Pitsanuvej Phitsanulok Hospital
- Princ Hospital Mukdahan
- Thanakan Hospital

For the 2026 plan, the company is considering the implementation of a High-Efficiency Pump system, starting at Prince Lamphun Hospital. The project is expected to reduce energy consumption by approximately 85,000 kWh per year. In addition, the Company is studying the feasibility of applying Artificial Intelligence (AI) to further enhance the efficiency of cooling system management in the future.

Information on electricity management

Company's electricity consumption ^(*)

	2023	2024	2025
Total electricity consumption within the organization (Kilowatt-Hours)	30,656,518.47	31,380,498.68	31,070,316.14
Electricity purchased for consumption from non-renewable energy sources (Kilowatt-Hours)	30,123,131.19	29,437,518.68	29,037,866.14
Electricity purchased or generated for consumption from renewable energy sources (Kilowatt-Hours)	533,387.28	1,942,980.00	2,032,450.00

	2023	2024	2025
Intensity ratio of total electricity consumption within the organization to total number of employees (Kilowatt-Hours / Person / Year)	7,816.55	7,543.39	7,891.88

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

Electricity Consumption Intensity⁽²⁾

	2023	2024	2025
Intensity of total electricity consumption within the organization (Kilowatt-Hours / Number of Users per Year)	76.25452794	72.73911213	75.70243976
Intensity of total electricity consumption within the organization (Kilowatt-Hours / Piece of product)	N/A	N/A	N/A

Remark: ⁽²⁾ Person = Number of Service recipients which calculated based on Adjusted Patient Days

Electricity Expense^(*)

	2023	2024	2025
Total electricity expense (Baht)	152,658,083.17	136,445,847.00	132,921,372.00
Percentage of total electricity expense to total expenses (%) ^(**)	2.47	2.27	2.09
Percentage of total electricity expense to total revenues (%) ^(**)	2.66	2.36	2.17
Intensity ratio of total electricity expense to total number of employees (Baht / Person / Year)	38,923.53	32,799.48	33,762.10

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

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

Information on fuel management

Company's fuel consumption

	2023	2024	2025
Diesel (Litres)	260,553.36	177,242.68	253,868.86
Gasoline (Litres)	92,402.01	108,008.93	92,962.38
LPG (Kilograms)	45,090.00	30,951.00	12,547.80

Additional explanation : Not include external fuel consumption

Company's fuel expense ^(*)

	2023	2024	2025
Total fuel expense (Baht)	9,872,017.14	6,550,064.72	8,802,979.64
Percentage of total fuel expense to total expenses (%) ^(**)	0.16	0.11	0.14
Percentage of total fuel expense to total revenues (%) ^(**)	0.17	0.11	0.14

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

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

Information on total energy management (electricity + fuel)

Energy Consumption

	2023	2024	2025
Total energy consumption within the organization (Megawatt-Hours)	34,456.09	34,408.25	32,413.22

Energy Consumption Intensity ⁽³⁾

	2023	2024	2025
Intensity ratio of total energy consumption within the organization to total revenues (Megawatt-Hours / Thousand Baht of total revenues) ^(*)	0.00600326	0.00594521	0.00528814

	2023	2024	2025
Intensity of total energy consumption within the organization (Megawatt-Hours / person/year)	0.08722309	0.08502162	0.08450206

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

Remark: ⁽³⁾ Person = Number of Service recipients which calculated based on Adjusted Patient Days

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	: -
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.

Information on setting goals for water management

Setting goals for water management

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	2024 : Water withdrawal 1.11 Cubic meters / Number of Users per Year	2025 : Reduced by 10% or 0.11 Cubic meters / Number of Users per Year

Information on performance and outcomes of water management

Performance and outcomes of water management

Performance and outcomes of water management : Yes

In alignment with the Company's target to reduce water consumption intensity by 10% compared with the previous year, the Company was unable to achieve the target in 2025. Nevertheless, water consumption intensity decreased by 0.67%, with total water usage recorded at 1.10 cubic meters per person per year in 2025, compared with 1.11 cubic meters per person per year in the 2024 baseline year.

The Company remains committed to continuously strengthening water management practices to enhance water-use efficiency and progress toward the established targets through systematic implementation of projects and operational initiatives.

Water Reduction Initiatives

● Water-Saving Faucet Installation Project (Altered Water Savings)

A pilot project was implemented at Princ Hospital Suvarnabhumi, where 75 water-saving faucets (Altered Water Savings) were installed and completed in October 2025.

A comparison of water consumption data between 2024 and 2025 indicated that total water consumption decreased by 10%, while water consumption intensity declined by 4%. Although water usage in October did not show a statistically significant reduction due to the initial installation phase, cooling tower system cleaning activities, and an increase in patient volume, a clear reduction in water consumption per patient was observed during November-December despite continued growth in patient numbers, demonstrating the effectiveness of the initiative.

The faucets apply atomization technology, with specially designed outlets that regulate pressure and water flow direction, transforming water into fine droplets rather than a continuous stream. The smaller droplet size increases surface contact area, allowing water to disperse more evenly and maintain effective cleaning performance while using less water. The system preserves user comfort and functionality while reducing water flow rates without impacting user experience.

The Company plans to expand this initiative to additional hospitals within the network in 2026.

● Treated Wastewater Reuse Initiative

In 2025, six hospitals within the network Pitsanuvej Phichit Hospital, Pitsanuvej Uttaradit Hospital, Princ Hospital Ubon Ratchathani, Virajsilp Hospital Chumphon, Pitsanuvej Phitsanulok Hospital, and Ruamphat Phitsanulok Hospital reused treated wastewater for landscape irrigation totaling 1,538.5 cubic meters (1,538,500 liters).

This resulted in estimated annual water cost savings of approximately THB 26,316.73

The volume of reused water increased significantly from the 2024 baseline of 363 cubic meters, representing an increase of 323.83%. The Company is currently expanding implementation plans to extend wastewater reuse practices across all hospitals within the network.

Information on water management

Water withdrawal by source

	2023	2024	2025
Total water withdrawal (Cubic meters)	435,375.00	450,077.40	423,727.00
Water withdrawal by third-party water (cubic meters)	349,705.00	373,936.00	363,807.00
Water withdrawal by groundwater (cubic meters)	85,670.00	76,141.40	59,920.00

	2023	2024	2025
Intensity ratio of total water withdrawal to total number of employees (Cubic meters / Person / Year)	111.01	108.19	107.63
Intensity ratio of total water withdrawal to total revenues (Cubic meters / Thousand Baht of total revenues) ^(*)	0.08	0.08	0.07

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

Water discharge by destinations

	2023	2024	2025
Percentage of treated wastewater (%)	100.00	100.00	100.00
Total wastewater discharge (cubic meters)	347,783.00	359,698.92	338,981.60
Wastewater discharged to surface water (cubic meters)	347,783.00	359,698.92	338,981.60

Water consumption

	2023	2024	2025
Total water consumption (Cubic meters)	87,592.00	90,378.48	84,745.40

Recycled water consumption

	2023	2024	2025
Total recycled water for consumption (Cubic meters)	517.00	363.00	1,538.50

Water Consumption Intensity⁽⁴⁾

	2023	2024	2025

	2023	2024	2025
Intensity ratio of total water consumption to total revenues (Cubic meters / Thousand Baht of total revenues) ^(*)	0.01526110	0.01561600	0.01382600
Intensity of total water consumption (Cubic meters / Piece of product)	1.10212030	1.11212600	1.10466680

Additional explanation : ^(*) 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

	2023	2024	2025
Total water withdrawal expense (Baht)	8,143,624.61	8,624,282.00	8,723,777.00
Total water withdrawal expense from third-party water (Baht)	8,143,624.61	8,624,282.00	8,723,777.00
Percentage of total water withdrawal expense to total expenses (%) ^(*)	0.13	0.14	0.14
Percentage of total water withdrawal expense to total revenues (%) ^(*)	0.14	0.15	0.14
Intensity ratio of total water withdrawal expense to total number of employees (Baht / Person / Year)	2,076.40	2,073.14	2,215.84

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

Waste management

Disclosure boundary in waste management over the past years

Boundary type	: Company
Total number of disclosure boundaries	: 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.

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	2024 : non-hazardous waste 21.00 Percent	2025 : Increased by 29.00 Percent	<ul style="list-style-type: none">• Recycle• Other : Increase the proportion of general waste to recyclable waste to 50:50.
Reduction of waste generation Waste type: Hazardous waste	2024 : hazardous waste 0.98 Kilograms / bed/day	2025 : Reduced by 0.58 Kilograms / bed/day	<ul style="list-style-type: none">• Incineration without energy recovery• Other : Reduce Infectious Waste Rate to not exceed 0.4 Kg/Bed/Day

Remark: ⁽⁵⁾ - Target for infectious waste per bed, benchmarked against the World Health Organization (WHO) guideline, which should not exceed 0.4 kg/bed/day.

Information on performance and outcomes of waste management

Performance and outcomes of waste management

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

Annual Waste Generation per Service Recipient (Kilograms per Person per Year) <i>*Service recipients are calculated based on Adjusted Patient Days</i>	2023	2024	2025
Adjusted Patient Day	396,100	404,700	383,579
Infectious Waste	0.94	0.98	1.04
General Waste	2.36	1.75	1.61
Recyclable Waste	0.40	0.48	0.48
Refuse-Derived Fuel (RDF) Waste	0.78	1.83	2.03
Ratio of General Waste to Recyclable Waste (Target: 50:50)	85:15	79:21	77:23
Infectious Waste per Bed (Target: 0.4 kilograms per bed per day) <i>*Number of beds calculated based on Patient Days</i>	1.53	1.68	1.80

- Regarding the 2025 target to reduce infectious waste generation to no more than 0.4 kilograms per bed per day, the Company was unable to achieve this objective. Actual performance recorded 1.80 kilograms per bed per day, significantly exceeding the established target. In addition, performance indicators show that the infectious waste generation rate per patient served increased from 0.98 to 1.04 kilograms per person per year, representing a 6% increase. This rise is attributable to adjustments in service delivery models and increased intensity of clinical care, including expanded use of sterile materials and infection-prevention equipment to enhance safety for both patients and healthcare personnel. Additionally, hospitals are increasingly providing more complex medical services, such as chemotherapy, dialysis, and radiation therapy.
- With respect to the 2025 target of achieving a 50:50 ratio of general waste to recyclable waste, the Company has not yet reached the target. Nevertheless, progress has been observed. The proportion improved to 77:23, compared with 79:21 in 2024, reflecting a reduction in general waste and a corresponding increase in recyclable waste. As of March 2025, the Company began participating in a post-use medical PVC materials management program, which converts non-infectious waste into recyclable materials. The pilot project was initially implemented at Princ Suvarnabhumi Hospital. Later in 2025, the program was expanded to other affiliated hospitals, including Phitsanuej Phitsanulok Hospital and Ruamphat Phitsanulok Hospital.
- Regarding general waste disposed to landfill, the Company successfully reduced waste volume from 1.75 kilograms per person per year in 2024 to 1.61 kilograms per person per year in 2025, representing a 7.8% reduction. This reflects a positive direction in waste management practices and the sustainable development of the hospitals environmental management system.

Waste and Materials Management Initiatives

1. Care the Whale Project

In 2021, Princ Suvarnabhumi Hospital became the first facility within the Group to participate in the Care the Whale: Invisible Waste initiative led by the Stock Exchange of Thailand. This participation reflected the hospitals strong commitment to enhancing waste management practices and environmental stewardship. Following its initial

implementation, the program was progressively expanded across all Group hospitals, achieving full network participation in 2024. In 2025, the program was further expanded to include an additional hospital, Thanakarn Hospital in Kanchanaburi Province.

	2022	2023	2024	2025
Number of Participating Hospitals in Care the Whale Project	4	13	15	16

Through participation in the initiative, the Company has strengthened its waste management system and established systematic data recording via the Climate Care Platform operated by the Stock Exchange of Thailand. This platform enables data-driven planning to:

- reduce overall waste generation,
- increase the proportion of recyclable materials, and
- improve resource efficiency.

In addition, the recorded performance data supports participation in greenhouse gas mitigation initiatives, including certification under the Low Emission Support Scheme (LESS) administered by the Thailand Greenhouse Gas Management Organization. This engagement reinforces the Company's commitment to measurable environmental impact reduction and sustainable healthcare operations.

2. Community Engagement in Waste Segregation Awareness

Princ Suvarnabhumi Hospital has served as a key partner in the Invisible Waste Station @ Khung Bang Kachao Community initiative for five consecutive years. The program promotes community participation in waste management across Khung Bang Kachao through a Waste-for-Health Exchange mechanism.

Under this initiative, hygiene and health-related supplies are provided to Wat Chak Daeng, which functions as the community's central waste sorting hub. The temple distributes these items to residents in exchange for properly segregated waste delivered for accumulation and recycling.

Items contributed in 2025 included:

- Blood pressure monitors: 100 units (THB 145,000)
- Digital thermometers: 100 units (THB 7,500)
- Surgical masks: 50 boxes (THB 3,750)

Total contribution value: THB 156,250

In 2025, the Company continued its mobile health outreach program, Waste-for-Health Checkups, for the third consecutive year, integrating environmental stewardship with preventive healthcare services. To enhance operational efficiency and reduce travel burdens for residents, the outreach clinic was integrated with the Recycling Market event at Wat Chak Daeng a central exchange point for recyclables and essential goods operated in collaboration with local partner networks.

This integrated approach increased service accessibility, reduced duplication of multi-day events, and created a one-stop community engagement experience.

- Residents receiving basic health screenings: 83 individuals

Additionally, employees participated in volunteer activities, including river waste collection along the Chao Phraya River, supporting aquatic ecosystem conservation and reinforcing shared value creation between the organization and society.

3. Waste Management Partnerships

● Recycling Bank Project

The Company continues to advance sustainable waste management through collaboration with SCG Packaging and SCG Chemicals. The Recycling Bank initiative converts recyclable waste into products for operational use.

The pilot program was launched at Princ Suvarnabhumi Hospital in 2025.

2025 performance highlights:

- Recyclables collected: 29,504.56 kg
- Points earned: 80,734.23 points (1 point = THB 1)

Points accumulated during 2024-2025 were redeemed for hospital-use items:

- A4 paper: 46 boxes (THB 40,020)
- Recycled paper furniture set (adult): 1 set (THB 9,300)
- Recycled paper furniture set (children): 1 set (THB 2,990)
- rPET T-shirts: 37 units (THB 11,100)
- Chairs from recycled school milk cartons: 8 units (THB 20,000)
- Upcycled plastic bags: 54 units (THB 6,480)
- Plant pots: 5 units (THB 2,250)

Total redemption value (2025): THB 92,140

Four-year cumulative results:

- Total recyclables collected: 93,652.56 kg
- Total value returned to participants: THB 170,030

This initiative demonstrates the effectiveness of positive incentive mechanisms in driving environmental behavior. The point-based system not only reduces general waste volume but also promotes correct waste segregation among patients and staff, transforming sustainable behaviors into tangible benefits.

2026 Expansion Plan: The Recycling Bank program will expand to northern network hospitals in partnership with SCG to enhance collection logistics and recycling access, including:

- Sirivej Lamphun Hospital
- Princ Lamphun Hospital
- Phitsanuvej Uttaradit Hospital
- Phitsanuvej Phitsanulok Hospital
- Ruamphat Phitsanulok Hospital

Further expansion to central Thailand is planned to ensure comprehensive recycling coverage.

● **Blister Pack and Medicine Sachet Recycling Initiative**

Since 2024, donation drop points for used blister packs have been established at Princ Suvarnabhumi Hospital. Collected materials are delivered to Wat Chak Daeng under the Care the Whale initiative, where multi-layer plastic waste is processed into aluminum and fuel oil.

Collection results:

- 2024: 657 kg delivered in early 2025
- Mid-2025 additional delivery: 65.45 kg

In 2025, the program expanded to the Bangkok Business Center building and added postal donation options. Expansion to other network hospitals is planned.

For medicine sachets and flexible plastics (LDPE, HDPE):

- Sachets collected: 7.7 kg
- Flexible plastics collected: 98.18 kg (as of end-2025)

Materials are being accumulated prior to processing.

● **PVC Medical Material Recycling Initiative**

In March 2025, the Company signed an MOU to participate in a PVC medical material management initiative under the concept: Reduce Pollution, Reduce Global Warming, Create Value for Sustainability. The partner include;

- Chulalongkorn University (Petroleum & Petrochemical College)
- ASEAN Vinyl Council
- Network hospitals within the Group

The project separates non-infectious PVC medical materials for environmentally sound recycling, reducing landfill and incineration volumes while promoting circular economy principles in healthcare.

Pilot results (Princ Suvarnabhumi Hospital) : PVC materials collected: 230 kg

Following successful implementation, expansion has begun at: Phitsanuvej Hospital and Ruamphat Hospital. Further evaluation and network expansion are planned for 2026.

● **Zero Waste to Landfill Initiative**

Princ Suvarnabhumi Hospital has continued its Zero Waste to Landfill initiative since 2021 by diverting residual general waste from landfill disposal. Waste requiring final treatment is transferred to licensed contractors for sorting and processing before being delivered to waste-to-energy facilities, where it is converted into refuse-derived fuel (RDF). This approach reduces landfill dependency while recovering energy value from residual waste.

Other hospitals within the network have engaged with their respective municipalities to explore waste segregation and waste-to-energy programs. Notably, within the municipal jurisdiction of Princ Paknampo Hospital, such operations have been in place since 2023.

To further reduce general waste volumes, food waste separation was introduced in 2024 at the following pilot facilities:

- Princ Suvarnabhumi Hospital
- Phitsanuvej Hospital
- Virajsilp Hospital
- Princ Mukdahan Hospital

In 2025, the program expanded to seven additional hospitals:

- Ruamphat Phitsanulok Hospital
- Princ Lamphun Hospital
- Princ Paknampo Hospital (Units 1 & 2)
- Phitsanuvej Phichit Hospital
- Phitsanuvej Uttaradit Hospital
- Thanakarn Hospital

As a result of expanded implementation, 154,924.90 kilograms of food waste were segregated in 2025, a substantial increase from 74,390 kilograms in 2024. The separated organic waste was repurposed as animal feed, including feed for fish, poultry, and swine.

The Company plans to extend food waste segregation practices to all hospitals across the network by 2026, further strengthening landfill diversion efforts and advancing circular resource utilization.

● **Use of Recycled Material Products**

The Company continues to procure employee polo uniforms made from 100% recycled PET fibers derived from plastic bottles. These products are sourced from manufacturers certified under Thailand's carbon reduction labeling scheme and verified for product-level greenhouse gas emissions by the Thailand Greenhouse Gas Management Organization.

- Emissions per recycled-fiber shirt: 2.94 kgCO₂e
- Emissions per conventional cotton shirt: 11.5 kgCO₂e
- Emissions reduction per shirt: 8.56 kgCO₂e (74.43% reduction)

In 2025, the Company procured 501 polo shirts, reducing demand for virgin plastic fibers and avoiding 4,288.56 kgCO₂e in greenhouse gas emissions. This reduction is equivalent to the carbon sequestration capacity of approximately 476 ten-year-old trees.

● **Circular Economy Initiative: Recycled PVC Tiles from Dialysate Bags**

The Company entered into a circular economy collaboration titled Dialysis Solution Bags to Recycled PVC Tiles with SCG Chemicals, Baxter Healthcare, and Dynoflex. The initiative recycles used dialysis solution bags into high-quality PVC flooring materials.

Project outcomes include:

- Dialysis bags recycled: 5,320 units
- PVC plastic recovered: 800 kilograms
- Recycled flooring produced: more than 9,000 square meters

Pilot installations were completed at:

- Princ Suvarnabhumi Hospital
- Princ Mukdahan Hospital
- Princ Sisaket Hospital (Cancer Center)

The initiative demonstrates resource optimization under circular economy principles while contributing to Thailand's transition toward a low-carbon society.

In 2025, additional installations were completed at:

- Phitsanuvej Hospital
- Ruamphat Phitsanulok Hospital

Installations are underway at facilities under construction, including Phitsanuvej Kamphaeng Phet, Phitsanuvej Phichit, and Thanakarn Hospital.

● **Internal Communication, Campaigns, and Behavioral Engagement**

In addition to installing drinking water refill stations to reduce plastic bottle consumption, the Company continues to conduct awareness campaigns and behavioral initiatives to improve waste management practices across its facilities.

At Princ Suvarnabhumi Hospital, the pilot site for the Recycling Bank initiative, several notable internal campaigns have been implemented:

- establishment of a Waste Marshal team responsible for monitoring and educating staff on proper waste segregation practices
- enhanced segregation practices, including separating bottle caps and labels prior to disposal to improve recycling efficiency

The Company has also joined the Invisible Glass Bottle Waste Project led by Osotspa to increase glass recycling efficiency. Key activities include:

- expanding designated glass bottle collection points
- recording waste weight data in the Care the Whale Calculator system
- converting glass waste weight into monetary value (THB 1 per kilogram)
- allocating proceeds to social and environmental initiatives under the Care the Whale program

The Company remains committed to sustaining and expanding these initiatives to enhance waste management efficiency and create long-term positive environmental and social impacts.

During the severe flooding in November 2025 that significantly impacted Hat Yai District, Songkhla Province, PRINC Group, in collaboration with partner organizations including the Pongsak Vittayakorn Foundation, jointly carried out relief efforts under the "Light of Heart Project". Through this initiative, clean and reusable textiles such as blankets and towels were collected and delivered to affected communities in order to help alleviate the hardships faced by people in the disaster-stricken areas.

In 2026, the Company plans to implement a textile waste management program at Princ Suvarnabhumi Hospital to address accumulated fabric waste, including uniforms, bed linens, towels, curtains, and other textiles. Materials in good condition will be reused to maximize value, while remaining materials will be directed into recycling processes. The Company will collaborate with recycling partners to enhance resource efficiency and minimize environmental impact, further strengthening its commitment to sustainable resource management.

Information on waste management

Waste Generation ^(*)

	2023	2024	2025
Total waste generated (Kilograms)	1,623,640.39	1,859,570.61	1,813,098.68
Total non-hazardous waste (kilograms)	1,242,855.38	1,447,910.93	1,397,749.30
Non-hazardous waste - Landfilling (Kilograms)	933,975.48	707,455.03	617,840.07
Non-hazardous waste - Incineration with energy recovery (Kilograms)	308,879.90	740,455.90	779,909.23
Total hazardous waste (kilograms)	380,785.01	411,659.68	415,349.38
Hazardous waste - Incineration without energy recovery (Kilograms)	380,785.01	411,659.68	415,349.38
Intensity ratio of total waste generated to total revenues (Kilograms / Thousand Baht of total revenues) ^(**)	0.28	0.32	0.30
Intensity ratio of total non-hazardous waste to total revenues (Kilograms / Thousand Baht of total revenues) ^(**)	0.22	0.25	0.23
Intensity ratio of total hazardous waste to total revenues (Kilograms / Thousand Baht of total revenues) ^(**)	0.07	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

	2023	2024	2025
Total reused/recycled waste (Kilograms)	159,809.35	192,438.96	183,412.26
Reused/Recycled non-hazardous waste (Kilograms)	159,809.35	192,438.96	183,412.26

	2023	2024	2025
Recycled non-hazardous waste (Kilograms)	159,809.35	192,438.96	183,412.26
Percentage of total reused/recycled waste to total waste generated (%)	9.84	10.35	10.12
Percentage of reused/recycled non-hazardous waste to non-hazardous waste (%)	12.86	13.29	13.12

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.

Information on setting greenhouse gas emission goals

Setting greenhouse gas emission goals

Does the company set greenhouse gas management : Yes
goals

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

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	2024 : Greenhouse gas emissions 27,015.00 tCO ₂ e	2030 : Reduced by 42% 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

Information on performance and outcomes of greenhouse gas management

Performance and outcomes of greenhouse gas management

Performance and outcomes of greenhouse gas management : Yes

Overview of Greenhouse Gas Management Performance (GRI 305-1, 305-2, 305-3, 305-4)

Target Reduce greenhouse gas emissions per service recipient by 5% compared to the base year.

Performance Increased by 8.01% compared to the base year (when considering only Scope 1 and Scope 2 emissions, an increase of 4.48% was recorded).

Development Approach The Company joined the commitment declaration under the Science Based Targets initiative in 2025 and communicated the policy across the entire network, designating Carbon Footprint as one of the organization-level key performance indicators for which all business units share collective accountability. This initiative aims to support strategic planning and establish clear operational practices with quarterly performance monitoring. In addition, the Company is currently assessing the feasibility of supporting or initiating reforestation projects to serve as carbon sequestration sources, contribute to biodiversity conservation and restoration, and create additional income opportunities for local communities.

	2024 (Base Year)	2025
Scope 1 (TonCO ₂ e)	1,641	1,676
Scope 2 (TonCO ₂ e)	15,400	15,200
Scope 3 (TonCO ₂ e)	9,974	10,780
Scope 1+2 (TonCO ₂ e)	17,041	16,876
Scope 1+2+3 (TonCO ₂ e)	27,015	27,656
Output (Person/Year)	404,700	383,579.00
Carbon Intensity (Scope 1+2) (TonCO ₂ e/Person/Year)	0.042	0.044
Carbon Intensity (Scope 1+2+3) (TonCO ₂ e/Person/Year)	0.067	0.072

In 2025, the Company revised its base year from 2023 to 2024 due to the expansion of its hospital network and service areas. Data from Prince Mukdahan Hospital were collected for a full year for the first time following its opening in December 2024. In addition, Thanakan Hospital commenced operations, with data collection beginning in June 2025. These changes were incorporated to ensure comprehensive greenhouse gas (GHG) accounting across the entire network, resulting in adjustments to operational activities and emissions profiles.

Furthermore, in 2024 the Company expanded its Scope 3 reporting boundary to include pharmaceutical and medical supply procurement, along with additional data collection covering software purchases, medical equipment, electrical devices, computers, vehicles, furniture, and construction materials. Consequently, 2024 was designated as the revised base year.

Based on the target to reduce greenhouse gas emissions per service unit by 5% compared to the previous year, the Company was unable to achieve the stated performance target. In 2025, the organization recorded total greenhouse gas emissions from Scope 1 and Scope 2 of 16,876 TonCO₂e, representing a decrease from the 2024 base year of 17,041 TonCO₂e, or 165 TonCO₂e (0.97%). This reduction was primarily driven by a decrease in emissions from electricity consumption.

- Scope 2 (purchased electricity) decreased from 15,400 to 15,200 TonCO₂e, a reduction of 200 TonCO₂e (1.30%), reflecting improved electricity and energy management practices.
- However, carbon intensity (Scope 1 and 2) increased from 0.042 to 0.044 TonCO₂e per patient per year (+4.48%). This increase was mainly due to a decline in patient volume resulting from the economic slowdown, particularly in non-urgent services. As hospital energy consumption largely consists of fixed baseline energy use, it cannot be immediately reduced in proportion to patient numbers. Consequently, carbon intensity per patient increased despite relatively stable overall emissions.

When considering total greenhouse gas emissions across Scope 1, 2, and 3, emissions reached 27,656 TonCO₂e in 2025, compared with 27,015 TonCO₂e in 2024, representing an increase of 641 TonCO₂e (2.37%). Key contributing factors include:

- Scope 3 emissions increased from 9,974 to 10,780 TonCO₂e (increase 8.1%).
- This increase is partly attributable to the expansion of operational activities, including the introduction of more complex medical services such as oncology and dialysis treatments, as well as the inclusion of Thanakarn Hospital in Kanchanaburi Province within the organizational reporting boundary in 2025.

Overall carbon intensity (Scope 1, 2, and 3) in 2025 was 0.072 TonCO₂e per patient per year, compared with 0.067 TonCO₂e per patient per year in 2024, representing an increase of 8.01%. In addition, key changes in data collection and calculation methodology

- Fuel reimbursements for employee travel (expense claims) were reclassified from Scope 1 to Scope 3 (Category 6: Business Travel). Only fuel usage through fleet cards for executive travel and hospital vehicles remains under Scope 1.
- Methane (CH₄) emissions from septic tank wastewater treatment systems began to be quantified, using man-hour data for physicians, staff, and outsourced personnel to improve assessment coverage.

Greenhouse Gas Management Initiatives in 2025

In March 2025, the Company submitted a commitment to set both near-term and net-zero greenhouse gas reduction targets using the Science-Based Targets approach with the Science Based Targets initiative (SBTi). This commitment requires the Company to establish targets, develop implementation plans, and formally submit the targets by March 2027. Accordingly, 2025 marks the year in which the Company began detailed studies and the development of a comprehensive decarbonization roadmap. Carbon footprint performance continues to be maintained as a corporate-level KPI, as established in the 2024 base year.

The Company also continues to participate annually in the Low Emission Support Scheme (LESS). In July 2025, all hospitals within the network received certification from the Thailand Greenhouse Gas Management Organization for the 2024 Care the Whale: Invisible Waste initiative. The program achieved certified GHG emission reductions of 731.681 tCO₂e during the period 1 January – 31 December 2024. The Company plans to submit a similar LESS certification application in mid-2026 to recognize emission reductions achieved from activities conducted in 2025.

Diagram of performance and outcomes in greenhouse gas management



Letter of Recognition: LESS

Information on greenhouse gas management

The company's greenhouse gas emissions

	2023	2024	2025
Total GHG emissions (Metrics tonne of carbon dioxide equivalents)	26,630.00	27,015.00	27,656.00
Total greenhouse gas emissions - Scope 1 (Metric tonnes of carbon dioxide equivalent) ⁽⁶⁾	2,237.00	1,641.00	1,676.00

	2023	2024	2025
Total greenhouse gas emissions - Scope 2 (Metric tonnes of carbon dioxide equivalent)	14,582.00	15,400.00	15,200.00
Total greenhouse gas emissions - Scope 3 (Metric tonnes of carbon dioxide equivalent)	9,811.00	9,974.00	10,780.00

Remark: ⁽⁶⁾ For the base year and the current reporting year, diesel and gasohol consumption reimbursed to employees for business travel undertaken using personal vehicles, previously accounted for under Scope 1, has been reclassified to Scope 3.

Greenhouse Gas Emissions Intensity ⁽⁷⁾

	2023	2024	2025
Intensity ratio of total GHG emissions to total revenues (Metric tonnes of carbon dioxide equivalent / Thousand Baht of total revenues) (*)	0.004640	0.004668	0.004512
Intensity ratio of total GHG emissions to total number of employees (Metric tonnes of carbon dioxide equivalent / Person)	6.79	6.49	7.02
Intensity of GHG emissions (Metric tonnes of carbon dioxide equivalent / Piece of product)	0.07415817	0.06675320	0.07209988

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 : Yes
emissions

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

	2023	2024	2025
Total reduced GHG (Metric tonnes of carbon dioxide equivalent)	1,817.17	731.68	545.68
Care the Bear Project (Metric tonnes of carbon dioxide equivalent)	0.00	0.00	0.00
Care the Whale Project (Metric tonnes of carbon dioxide equivalent)	1,537.18	731.68	545.68
Other projects (Metric tonnes of carbon dioxide equivalent)	279.99	0.00	0.00
LESS (Metric tonnes of carbon dioxide equivalent)	279.99	0.00	0.00

Absorption and removal of Greenhouse Gas

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

Sustainability Policy (Harmony of Heart)

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.

Human Rights, Labour Rights, and Childrens Rights Policy

The Company recognizes the value and equal human dignity of all personnel and stakeholders, and acknowledges internationally recognized human rights laws. The Company is also aware of business responsibilities toward children in all contexts, whether as patients, consumers, family members of employees, or members of communities surrounding operational areas. Therefore, the Company is committed to respecting human rights, labor rights, and comprehensively protecting and promoting children's rights, while emphasizing that all parties involved in the Company's value chain recognize the importance of and comply with laws, regulations, requirements, and good

corporate governance to avoid violations of human rights, labor rights, and children's rights, including implementing appropriate measures or mechanisms to prevent, receive complaints, and remedy any impacts that may occur.

The Company has therefore established this Human Rights, Labor Rights, and Children's Rights Policy based on international human rights, labor rights, and children's rights principles, including the Universal Declaration of Human Rights (UDHR), the International Labor Organization (ILO) Declaration on Fundamental Principles and Rights at Work, the UN Guiding Principles on Business and Human Rights (UNGP), and UNICEF's Children's Rights and Business Principles (CRBP). The Company shall adhere to the following practices:

1. The Company and its personnel shall treat all persons according to human rights principles with equality based on human dignity without discrimination, and without segregation based on place of origin, race, nationality, gender and gender identity, age, religion, educational institution, expression of thought, physical condition, status, family background, or any other differences, particularly for vulnerable groups including women, children, persons with disabilities, the elderly, and marginalized groups such as refugees and migrant workers.
2. The Company shall support and respect the protection of human rights, labor rights, and children's rights, and shall conduct business activities that do not directly or indirectly result in human rights violations of parties involved throughout the value chain.
3. The Company shall communicate and raise awareness regarding human rights, labor rights, and children's rights among personnel and relevant parties throughout the business value chain through appropriate channels.
4. The Company shall regularly conduct risk assessments and impact assessments on human rights, labor rights, and children's rights, both within the Company and among the Company's business partners, and shall establish appropriate guidelines or measures to manage such risks, including implementing measures to protect against and remedy such risk impacts.
5. The Company shall provide accessible and whistleblower-friendly channels for receiving complaints and tips regarding violations of human rights, labor rights, and children's rights within the organization or arising from the Company's business operations, including establishing effective complaint management systems and confidential data protection to safeguard informants.
6. The Company shall disclose policies and operations, including complaints regarding human rights, labor rights, and children's rights (if any), through annual reports and other appropriate channels.
7. The Company shall support personnel in exercising their rights as lawful citizens in accordance with the Constitution and applicable laws.
8. The Company shall consider recruitment and employment, compensation and benefits that are equal and non-discriminatory, provide learning and development opportunities, as well as equal and fair career advancement opportunities appropriate to the scope of duties and responsibilities.
9. The Company shall promote gender equality and support women's rights at all organizational levels, focusing on equal opportunities in employment, promotion, access to development and training, as well as eliminating the gender pay gap, and establishing policies and practices that promote a safe working environment free from sexual harassment and all forms of violence.
10. Personnel have the freedom to assemble and express opinions beneficial to the Company, provided such actions do not violate the freedom of others and remain within applicable laws, regulations, codes of ethics, and good social etiquette.
11. The Company shall support the establishment of a Welfare Committee, and personnel have the right to participate throughout the process and may propose opinions on employment conditions, working environment, and various benefits for the Company's consideration, which will benefit personnel overall.
12. The Company shall allocate appropriate working environments and workspaces for personnel in accordance with good occupational health and safety principles, and shall promote a working atmosphere that enables personnel to maintain good physical and mental well-being, including eliminating excessive working hours.
13. The Company does not support illegal employment of foreign workers, forced labor, human trafficking, and does not support the use of child labor under 18 years of age, except for educational career guidance purposes where

schools and/or parents are informed, and in compliance with applicable legal regulations and requirements, both in its own business activities and throughout the business value chain.

14. The Company shall support and encourage personnel to be aware of and respect the customs, traditions, culture, beliefs, and faith of each locality.
15. The Company shall deliver quality products and services that are safe for health, hygiene, life, and property to customers according to their rightful entitlements, and shall establish appropriate standards of care for pediatric patients according to age groups, while fully, accurately, and sufficiently disclosing information to customers without concealment, distortion, providing false information, or causing misunderstanding that creates negative attitudes, incites social division, or promotes inappropriate values or wrong values toward and about children.
16. Company personnel must comply with contracts or agreements with customers fairly. In cases where compliance is not possible, personnel must communicate with customers (in the case of child customers, communicate with parents/guardians) to jointly find solutions and prevent damages, while treating all customers equally and equitably without discrimination, respecting privacy, and strictly maintaining customer data confidentiality.
17. In cases where personnel or parties involved throughout the value chain commit violations of human rights, labor rights, or children's rights, the Company shall take action in accordance with Company regulations or legal provisions and laws, based on fundamental principles of human rights, labor rights, and children's rights.
18. The Company shall support volunteer activities and projects to promote the well-being of vulnerable groups including children, and education for children, through collaboration with local authorities, schools, and relevant partners.
19. The Company shall support local employment and procurement, refrain from violating human rights of community members in any form, and invest in communities in connection with the Company's operational strategies.

This policy applies to all directors, executives, physicians, and personnel, including temporary contract employees, subcontractor employees, and any other employees acting under contract with and on behalf of the Company, as well as all relevant parties throughout the value chain. The policy shall be communicated to all parties to ensure awareness of its importance and strict compliance.

Communication Approach

1. Personnel shall receive communication regarding the Human Rights Policy from orientation and shall receive regular refresher training to emphasize the importance of such matters, in the form of training sessions or e-learning as appropriate.
2. Parties involved throughout the value chain shall receive communication through meetings, circulars, or disclosure through other appropriate channels.

Grievance Mechanism

1. The Company provides channels for reporting complaints or tips regarding violations of human rights, labor rights, and children's rights in accordance with the Whistle Blowing Policy:
 - For external parties, contact the Company Secretary:
 - Website : Contact us at www.principalcapital.co.th
 - Telephone : 02-009-2015
 - Email : princ_secretarywhistle@princgroup.com
 - Mail : Company Secretary,
Principal Capital Public Company Limited,
29 Bangkok Business Center Building, 23rd Floor, Soi Sukhumvit 63, Khlong Tan Nuea, Watthana, Bangkok, 10110
 - For employees, contact the Internal Whistle Blowing Committee:
 - Email : princ_internalwhistle@princgroup.com

○ Mail : Internal Whistle Blowing Committee,

29 Bangkok Business Center Building, 23rd Floor, Soi Sukhumvit 63, Khlong Tan Nuea, Watthana, Bangkok, 10110

2. Internal personnel may also report complaints or tips regarding violations of human rights, labor rights, and children's rights through communication channels directly to the Hospital Director as an alternative channel.

Remedial Measures and Operational Approach

1. The Company shall regularly conduct comprehensive human rights impact assessments or human rights due diligence to study the level of impact of human rights violation risks for individuals throughout the Company's value chain, and shall implement measures to prevent and mitigate such impacts based on identified issues.
2. The Company shall regularly monitor and track progress through both qualitative and quantitative indicators, using the results to develop or identify appropriate measures to manage such issues.
3. When complaints regarding violations of human rights, labor rights, or children's rights are received, the Company shall respond to such complaints straightforwardly and promptly, and shall protect complainants or whistleblowers through appropriate processes.
4. When impacts from violations of human rights, labor rights, or children's rights occur, the Company shall seriously remediate impacts arising from the Company and/or from parties involved or acting on behalf of the Company, and shall prioritize remediation according to the severity of impacts, including cooperating with various justice processes that serve as relevant mechanisms for remedying affected parties.

Reference link for social and human rights policy and guidelines : [https://website-storage.princhealth.com/capital/about/20260216111403-princ_cgpolicy_2025\(2ndrevised\)-finalv2.pdf](https://website-storage.princhealth.com/capital/about/20260216111403-princ_cgpolicy_2025(2ndrevised)-finalv2.pdf)

Page number of the reference link : 154-159

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

Changes in social and human rights policies, guidelines, and/or goals : Employee Rights, Child Labor, Consumer/customer rights, Community and environmental rights, Non-discrimination

Over the past year, the Company reviewed and enhanced its human rights policy by expanding its scope and revising the title to the Human Rights, Labour Rights, and Childrens Rights Policy to ensure broader coverage of material issues relevant to business operations. Key enhancements include:

1. Integrating UNICEFs Childrens Rights and Business Principles (CRBP) as a reference framework to guide policy setting and related practices.
2. Strengthening provisions on gender equality and womens rights across all organizational levels, with a focus on ensuring equal opportunities in recruitment, promotion, and access to development and training, as well as addressing gender pay gaps. The Company also established policies and practices to foster a safe workplace free from sexual harassment and all forms of violence.
3. Enhancing employee labour rights requirements by introducing provisions aimed at preventing and eliminating excessive working hours, in support of employee well-being and quality of working life.

4. Introducing requirements on standards of paediatric patient care and communications in cases involving childrens patient rights, to ensure appropriate service delivery aligned with childrens rights and the best interests of the child.
5. Expanding provisions on social contribution and support for vulnerable groups by promoting volunteer activities, implementing programmes to improve the well-being of vulnerable groups, and supporting local employment as well as local procurement, thereby creating shared value with communities and stakeholders.

Information on compliance with human rights principles and standards

Compliance with human rights principles and standards

Human rights management principles and standards : 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, Others : Childrens Rights and Business Principles: CRBP

Information on Human Rights Due Diligence : HRDD

Human Rights Due Diligence : HRDD

Does the company have an HRDD process : Yes

The Company implements a Human Rights Due Diligence (HRDD) process to provide assurance that its operations do not cause, contribute to, or become linked to human rights violations throughout the value chain. The Companys HRDD process covers the following key steps:

1. Policy and Commitment (Policy & Commitment)

The Company has established and announced its human rights policy and articulated its commitment to respect human rights. The Company also sets out relevant principles and guidelines as an operational framework and communicates the policy and expectations to stakeholders across the value chain to support consistent implementation.

2. Identification and Assessment of Human Rights Risks and Impacts (Identify & Assess)

The Company conducts human rights impact assessments by:

- Defining the assessment scope covering activities across the entire value chain;
- Identifying issues/activities that may give rise to human rights risks and identifying potentially affected stakeholders, including vulnerable groups and the general public; and
- Analyzing and evaluating adverse impacts, prioritizing risks and potential opportunities to determine management approaches appropriate to each risk level.

The Company determines risk levels based on two primary criteria:

- Likelihood of occurrence; and
- Severity of impacts in the event of a human rights violation, assessed through three sub-factors:
 - Scale (magnitude of impact)
 - Scope (extent of impact)
 - Remediability (ability to restore affected parties to their original condition)

3. Integration and Actions (Integrate & Act)

Following the assessment, the Company integrates the results into its enterprise risk management process by:

- Escalating human rights risks into the corporate risk register, as appropriate;
- Defining preventive, mitigation, and corrective measures proportionate to the risk level; and
- Coordinating implementation with relevant functions to ensure tangible execution, including the designation of risk owners/responsible parties and follow-up mechanisms.

4. Tracking, Monitoring, and Reporting (Track, Monitor & Report)

The Company regularly monitors progress and assesses the effectiveness of its human rights measures. Where an incident or issue is identified that may have a material impact on life, safety, or human rights, the Company reports the matter to management and/or relevant internal governance bodies and reviews related measures as necessary. The Company discloses its human rights performance through its annual report and on the Company's website to support transparency and accountability.

5. Remediation and Grievance Mechanism (Remediation & Grievance Mechanism)

The Company places emphasis on remedy for affected parties by maintaining mechanisms and channels for receiving human rights-related complaints and ensuring fair consideration of all cases. The Company also establishes Corrective and Preventive Actions to address issues and prevent recurrence, and promotes accessible, appropriate, equitable, and non-discriminatory remedy processes for affected stakeholders.

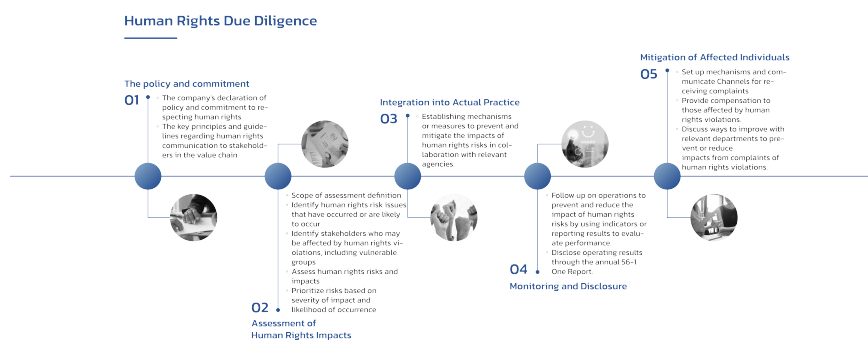
(The Company's full Human Rights Work Procedure can be accessed on the company's website)

For the results of the Human Rights Due Diligence (HRDD) assessment in 2025, following the identification and review of both existing and potential human rights risks, together with a systematic evaluation of severity and likelihood, the Company identified four key high-risk issues, namely:

1. Risk of data leakage and violation of privacy rights
2. Risk of discrimination, segregation, or harassment
3. Occupational health and safety risks
4. Environmental risks that may impact surrounding communities

The Company has implemented concrete mitigation, prevention, and monitoring measures under a management framework aligned with internationally recognized human rights principles. Further details can be found in the **Human Rights Report 2025, Principal Capital Public Company Limited**, published on the Company's website.

HRDD process diagram



Information on other social management

Plans, performance, and outcomes related to other social management

Supply Chain Management

Suppliers represent a critical stakeholder group underpinning the Company's capacity to expand and deliver high-quality medical services. Through the provision of quality goods and services, supply chain partners enable hospitals within the network to maintain service continuity and uphold clinical standards.

Suppliers that introduce innovative solutions, enhance operational processes, and strictly comply with applicable legal and regulatory requirements contribute to operational excellence. Such alignment strengthens service outcomes, elevates patient satisfaction, and mitigates adverse social and environmental impacts.

Recognizing this strategic interdependency, the Company places strong emphasis on supply chain governance. Procurement and supplier management processes are structured in alignment with sustainable development principles to ensure transparency, accountability, risk mitigation, and shared value creation across the ecosystem.

1. **Supplier Code of Conduct and Anti-Corruption Promotion**

Although the Company and its suppliers have historically conducted business together smoothly upholding responsible business practices grounded in integrity, honesty, transparency, fairness, and accountability in accordance with the Company's Corporate Governance Policy, the Company remains committed to strengthening alignment across its value chain. The Company also maintains a policy of treating suppliers fairly and ethically, while honoring mutually agreed commercial terms and conditions.

To ensure a unified standard of conduct and reinforce governance across the supply chain, the Company has established a Supplier Code of Conduct to serve as a practical framework guiding suppliers' business operations. The Code aligns with applicable laws and regulations, the Company's Code of Conduct, and internationally recognized standards, including:

- Universal Declaration of Human Rights (UDHR)
- International Labour Organization (ILO)
- United Nations Global Compact

The Company has formally communicated this Supplier Code of Conduct to its suppliers since 2023 to ensure awareness, compliance, and continuous improvement.

Scope of the Supplier Code of Conduct

1. **Ethical Business Conduct and Transparency**

Suppliers are required to conduct business with integrity and transparency, including:

- Good corporate governance
- Confidentiality and personal data protection
- Respect for intellectual property rights
- Avoidance of conflicts of interest
- Appropriate practices regarding gifts and hospitality
- Proper use of insider information
- Anti-corruption and anti-bribery practices
- Fair treatment of stakeholders

2. **Labor Practices and Human Rights**

Suppliers shall uphold internationally recognized labor and human rights standards, including:

- Non-discrimination
- Compliance with labor laws
- Prevention of child labor
- Protection of female workers
- Prohibition of forced labor
- Fair wages, benefits, and working hours management

3. **Community Engagement**

Suppliers are encouraged to contribute positively to community development, including:

- Conducting business with consideration for community impacts
- Supporting products and services that promote the local economy

4. Occupational Health and Safety

Suppliers must ensure safe and healthy working conditions, including:

- Workplace safety and appropriate working environments
- Provision and use of personal protective equipment (PPE)
- Emergency preparedness and response planning

5. Social Development Participation

Suppliers are expected to support broader social development initiatives, including:

- Operating with awareness of community impacts and contributing to improved quality of life
- Supporting or co-developing community-based products and services that strengthen local economic resilience

6. Environmental Responsibility

Suppliers shall demonstrate environmental stewardship, including:

- Compliance with environmental laws and regulations
- Efficient use of resources
- Selection of environmentally friendly products
- Monitoring and disclosure of greenhouse gas emissions
- Development of mitigation plans to reduce environmental impacts and greenhouse gas emissions
- Enhancing awareness among employees and stakeholders regarding environmental impact reduction

7. Subcontractors and Business Partners

Suppliers are responsible for ensuring that subcontractors and affiliated business partners operate in alignment with the Supplier Code of Conduct, including:

- Monitoring and overseeing subcontractor compliance to ensure consistency with the Code

For further details of the Supplier Code of Conduct, please visit: www.principalcapital.co.th

2. Trade Credit Payment Policy

The Company maintains a structured accounting policy and clearly defined monthly payment cycles for trade payables. Billing submission deadlines and scheduled payment dates are formally communicated to suppliers in each cycle to ensure transparency, predictability, and effective cash flow planning across the supply chain.

● Target

- To settle payments in full within the agreed credit term or on the scheduled payment date communicated to suppliers.

● Performance Result

- 99.9% of payments were settled within the agreed credit term or scheduled due date.
- The remaining 0.1% of delayed payments resulted from requests for additional supporting documentation or clarification regarding the completeness and quality of delivered goods or services. In all such cases, suppliers were notified in advance to ensure transparency and alignment.

3. Identification of Critical Tier 1 Suppliers

Supplier segmentation enables the Company to enhance supply chain resilience and elevate downstream service quality. Through structured classification, the Company can proactively manage risks, allocate resources efficiently, and cultivate strategic partnerships with key suppliers to jointly address operational challenges and unlock business development opportunities. This strategic approach enhances agility and responsiveness during periods of disruption or rapid change.

Critical Tier 1 Suppliers are defined based on the following criteria:

- Suppliers with high procurement volume
- Suppliers providing goods or services that are difficult to substitute
- Suppliers with high strategic dependency based on the Company's operational model

In 2025, the Company engaged a total of 1,833 suppliers, of which 47 were classified as Critical Tier 1 Suppliers.

	2023	2024	2025
Total Supplier	2,607	2,443	1,833
Critical Supplier	137	125	47

Note: In 2025, the Company enhanced the efficiency of its procurement management by centralizing purchasing processes and selecting preferred vendors for certain categories of goods and equipment, resulting in a reduction in the total number of suppliers. In addition, the Company migrated its management system from PeopleSoft to Odoo, during which a review and cleansing of the vendor database were conducted. As a result, inactive vendors were removed from the system. At the same time, hospitals within the network implemented more prudent budget management for procurement, leading to fewer new suppliers being added during the year.

4. Supplier Evaluation Framework

To ensure operational efficiency, mitigate supply chain risks, and foster continuous improvement, the Company has established a structured supplier evaluation framework in alignment with its Procurement and Vendor Selection Policy and Procedures. The framework encompasses both new supplier screening and annual supplier performance assessments.

New Supplier Evaluation

All prospective suppliers are subject to a pre-qualification process prior to onboarding. The evaluation criteria include:

- Legal entity registration in full compliance with applicable laws (for juristic persons)
- Submission of credible supporting documentation (e.g., company registration certificate issued within the past three months)
- Demonstrated product/service quality, including analytical reports and quality certifications
- Financial stability
- Absence of conflicts of interest
- Strong pre- and post-sales service capability, including appropriate delivery and payment terms
- Price benchmarking and competitiveness assessment
- Demonstrated commitment to sustainable business practices across the three ESG dimensions: Environmental, Social, and Governance

Annual Supplier Performance Evaluation

Suppliers meeting the defined criteria are evaluated at least once per year. The assessment covers the following performance dimensions:

- Product and service quality
- On-time delivery performance
- Accuracy and completeness of deliverables
- Technology and innovation capability
- Pricing competitiveness
- Service quality and coordination effectiveness
- Sustainability performance

Evaluation and Rating Mechanism

Suppliers are rated on a scale of AD based on their evaluation scores:

- Grade D: Suppliers receiving this rating are formally notified in writing and required to implement immediate corrective actions. Continued underperformance at the same level results in removal from the Approved Vendor List (AVL).
 - In the past year, no suppliers received a Grade D rating.
- Grade C: Suppliers receiving this rating are verbally notified to encourage operational improvements and/or quality enhancement initiatives.
 - In the past year, 68 suppliers were rated Grade C.
 - The Company has formally communicated areas for improvement and recommended corrective measures to all affected suppliers. The majority of identified improvement areas were related to delivery schedule management and did not impact product quality. In certain cases, the rating resulted from suppliers not yet completing the sustainability self-assessment in accordance with the Companys prescribed criteria.

5. Sustainability Assessment of Suppliers

To align supplier practices with the Companys sustainable business direction, the Company conducts an annual sustainability assessment covering key ESG dimensions Environmental, Social, and Governance (ESG). The assessment framework evaluates suppliers sustainability policies, management systems, performance indicators, and ongoing initiatives. In addition, the Company collects data on suppliers sustainability projects to identify opportunities for strategic collaboration, capability enhancement, and long-term value co-creation across the supply chain.

Target

- 100% of Critical Tier 1 Suppliers and Critical Non-Tier 1 Suppliers are required to complete a sustainability assessment.

Performance Outcome

- **74.47%** of Critical Tier 1 and Critical Non-Tier 1 Suppliers completed the sustainability assessment.

	2023	2024	2025
% of Critical Tier 1 & Non-Tier 1 Suppliers Completing Self-Assessment	28.50	50.40	74.47

6. Supply Chain Risk Management

Risk exposure can arise at any point across the supply chain. A robust risk management framework enhances the Companys ability to respond proactively to dynamic external factors, including regulatory changes, public health crises, and geopolitical conflicts, all of which may materially impact service costs and the continuity of medical services.

To strengthen operational resilience, the Company has implemented a structured supply chain risk management process comprising the following key components:

- Identification of material risk issues that may significantly impact the Company (buyer risks)
- Identification of suppliers exposed to such risks (supplier risks)
- Risk consideration based on suppliers sustainability self-assessment results
- Joint risk mitigation planning with suppliers
- Ongoing monitoring through regular meetings and on-site visits

In 2025, the primary material risk remains the domestic shortage of locally manufactured pharmaceuticals and medical supplies (Local Made products). This shortage may affect procurement costs and service continuity. The Company has identified and prioritized at-risk suppliers, focusing on the top 50 pharmaceutical and medical supply

vendors by procurement volume. Proactive engagement has been undertaken to establish collaborative mitigation measures, including:

- Advance demand forecasting at the network level, with clearly defined usage timelines, enabling suppliers to better manage upstream raw materials and production planning with improved accuracy and efficiency.
- Integrated coordination with hospital pharmacies across the network to increase inventory levels (stock buffer) for items flagged by suppliers as having a high risk of shortage in 2025.
 - A consolidated action list has been developed for Continuous Quality Improvement (CQI).
 - Monthly monitoring mechanisms have been established to track supply status and adjust mitigation measures accordingly.

For Original (imported) pharmaceuticals and medical supplies, intermittent shortages remain a risk due to constraints within international supply chains.

To enhance preparedness and business continuity, the Company has implemented preventive measures, including:

- Establishing partnerships with high-capacity pharmaceutical wholesalers that maintain substantial inventory of Original products.
- Leveraging these wholesalers as short-term alternative sourcing channels in the event that primary manufacturers experience temporary stock shortages.

This approach strengthens procurement continuity, minimizes service disruption, and enhances supply chain flexibility.

In cases of short-term shortages beyond the Original product category arising from external and uncontrollable factors such as raw material scarcity or natural disasters the Company has prepared contingency measures, including:

- Identification and qualification of new suppliers to serve as temporary alternative sources.
- Rapid supplier onboarding processes to ensure uninterrupted medical service delivery.

Through this multi-layered risk governance approach, the Company reinforces supply chain resilience, mitigates operational disruptions, and safeguards the continuity and quality of patient care services.

7. Sustainable Supply Chain Risk Management

In 2025, the Company continued to drive sustainability risk management across the supply chain, focusing on elevating supplier operational standards in alignment with the Company's governance framework. This has been implemented through systematic monitoring and risk assessment processes, including the distribution of Self-Assessment questionnaires and formal acknowledgment of the Supplier Code of Conduct. These mechanisms serve as tools to screen, identify, and monitor risks that may affect sustainable business operations.

In addition, the Company proactively communicated with suppliers by distributing public communication materials and introductory knowledge on human rights to enhance awareness, understanding, and alignment with internationally recognized human rights principles.

For suppliers that have completed a Carbon Footprint of Product (CFP) assessment, the Company is currently conducting internal discussions to establish a framework for further collaboration, data monitoring, and development support. The objective is to strengthen transparency, resilience, and competitiveness across the supply chain, while supporting long-term greenhouse gas reduction targets and sustainable growth.

Based on the 2025 assessment results, 9 suppliers were classified as medium risk. These suppliers had not previously conducted human rights risk assessments. The Company has established a development support plan and provided guidance to continuously improve performance in this area. No suppliers were classified as high risk. The Company has defined risk management approaches according to risk level to ensure effective oversight and alignment with impact severity, as follows:

- **Medium Risk:** Conduct discussions through meetings, jointly define improvement plans, and continuously monitor progress.

- **High Risk:** Conduct on-site visits to assess factual conditions in depth and jointly establish concrete corrective measures.

8. Supplier Engagement and Development

The Company is committed to growing alongside its stakeholders and has implemented initiatives to support and develop suppliers as follows:

- Implementation of an e-bidding system, launched in 2023, to enhance transparency in the procurement process, streamline internal workflows, and reduce resource consumption and travel requirements for suppliers submitting bidding documents.
 - In 2025, centralized pharmaceutical procurement across all hospitals within the network totaled THB 618 million, an increase from approximately THB 584 million in 2024.
 - This initiative generated overall cost savings of approximately THB 10.17 million, compared to THB 8 million in 2024.
- Provision of essential basic training for suppliers operating within hospital premises to ensure compliance with operational standards and safety requirements.
- In cases where suppliers acting as dealers did not receive sufficient product allocation (e.g., medical gloves) from manufacturers to meet hospital demand, the Company acted as an intermediary to negotiate with manufacturers to increase allocation. This enabled adequate and timely distribution of products to hospitals within the network.
- Assessment of suppliers needs for sustainability support, to identify areas where the Company can provide further assistance in advancing sustainable operations.
- Dissemination of training programs and sustainability-related activities organized by the United Nations Global Compact (UNGC) and other partner organizations, to promote knowledge sharing and strengthen supplier capabilities in sustainable business practices.

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

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

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

	2023	2024	2025
Total number of incidents or complaints related to business partners rights violations (cases)	0	0	0
Total number of cases or incidents leading to disputes with the community/society (cases)	0	0	0
Total number of cases or incidents related to cybersecurity or customer data breaches (cases)	0	0	0
Total number of cases or incidents related to workplace safety and occupational health (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, Safety and occupational health at work

Employment

1. Fair and Equitable Employee Compensation

The organization places strong emphasis on transparent and equitable compensation management, aligned with principles of good corporate governance. A structured remuneration framework is established in compliance with statutory minimum wage requirements across all operating locations.

In addition, the organization regularly reviews and monitors compensation data to assess gender pay equity and mitigate potential disparities. Compensation decisions are grounded in merit-based criteria, including capability, responsibility, and performance outcomes. This approach reinforces an organizational culture that upholds dignity, fairness, and equality for all employee groups in a sustainable manner.

2. Local Employment

The Company advances its growth strategy in parallel with grassroots economic development, placing strong emphasis on local employment and procurement from local suppliers. This approach aims to stimulate income circulation within communities and strengthen the economic resilience of secondary cities in a sustainable manner. From an employment perspective, the Company implements the PRINC PSARN Bringing People Back to Their Hometown initiative, designed to provide opportunities for personnel to return and work in their hometowns. This initiative supports improved access to healthcare services in underserved areas while fostering a sense of pride and community attachment. The recruitment framework incorporates hometown origin as one of the consideration factors to systematically promote local hiring.

In parallel, the Company actively promotes procurement from local entrepreneurs by providing capable local suppliers with fair and transparent access to the procurement process. This practice facilitates income distribution, creates business opportunities, and nurtures provincial economic and social ecosystems to grow alongside the organization in a balanced and sustainable manner.

3. Diversity in Employment

The Company upholds the principles of Diversity, Equity, and Inclusion (DEI) by establishing recruitment, selection, and talent development practices grounded in knowledge, competencies, and performance potential. The Company maintains a zero-tolerance stance toward discrimination or exclusion on the basis of gender, age, nationality, disability, religion, ethnicity, or social status.

From an opportunity enhancement perspective, the Company prioritizes inclusive employment pathways for vulnerable groups, including persons with disabilities and older persons. Roles and workplace environments are thoughtfully designed to ensure suitability and accessibility, complemented by targeted skills development initiatives and enabling work mechanisms that foster equitable participation across the organization.

4. Empowering Women in the Workforce

Women form a significant part of the healthcare service workforce. The Company is therefore committed to fostering an enabling work environment that supports the advancement of female personnel at all levels, spanning both operational and executive roles.

The organization promotes equal career progression opportunities through capability development programs, equitable access to training curricula, and leadership pathways. These efforts are reinforced by transparent human resource management processes that are free from gender bias and grounded in respect for human dignity.

In addition, the Company supports policies and welfare provisions aligned with the specific context of female workforce participation, including maternity leave protection, safe working environments, and the promotion of worklife balance. These measures aim to strengthen career stability and ensure long-term workforce sustainability.

Human Rights and Labor Practices

1. 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.

2. 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.

3. 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.

4. 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 establishes its welfare and employee care policies on an evidence-based foundation, integrating insights from Employee Engagement surveys alongside structured feedback mechanisms and consultations with the Welfare Committee. This approach ensures that benefit design is aligned with the evolving needs of employees across different age groups and job functions.

The welfare framework encompasses financial support measures, including structured assistance and benefit entitlements; health-related provisions such as annual health check-ups and access to medical services; as well as ongoing initiatives aimed at strengthening engagement and enhancing overall quality of life across multiple dimensions.

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)
• Fair employee compensation	Percentage of employees receiving wages equal to or higher than the legally mandated minimum wage rate.	-	2025: 100%

Target(s)	Indicator(s)	Base year(s)	Target year(s)
• Employee training and development	Average training hours per employee per year	-	2025: 60 hours/person/year
• Promoting employee relations and participation	Employee Engagement Score	-	2025: 60%, calculated based on the Top 2 Box evaluation methodology.
• Migrant/foreign labor • Child labor	Number of reported incidents or cases involving illegal migrant labor or child labor in value chain	-	2025: 0 case
• Safety and occupational health at work	Lost Time Injury Frequency Rate (LTIFR) per 1,000,000 working hours (employee)	2023: 1.22	2025: 0
• Safety and occupational health at work	Lost Time Injury Frequency Rate (LTIFR) per 1,000,000 working hours (outsourced personnel)	-	2025: 0
• Non-discrimination	Number of reported incidents or complaints related to discrimination or human rights violations	-	2025: 0 case

Target(s)	Indicator(s)	Base year(s)	Target year(s)
• Non-discrimination	Employment of persons with disabilities and vulnerable groups	-	2025: Continuous support for the employment of persons with disabilities and vulnerable groups. For persons with disabilities, employment is prioritized under Sections 33 and 35 of the Persons with Disabilities Empowerment Act instead of contribution payments under Section 34, to ensure actual employment or tangible livelihood support. This approach is designed to generate sustainable income, enhance capability development, and promote meaningful social inclusion for persons with disabilities.

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

1. Fair and Equitable Employee Compensation

In 2025, the Company achieved full compliance with applicable labor laws, with 100% of employees receiving remuneration equal to or above the statutory minimum wage. This reflects the Company's strong commitment to regulatory compliance and rigorous human capital governance.

Concurrently, the Company continued to monitor and assess the Gender Pay Gap. In 2025, the Gender Pay Gap analysis was conducted based on employees at the operational level, representing 85.50% of the total workforce. This approach ensures comparability within job categories that share similar compensation structures and role characteristics. It also minimizes distortion arising from specialized roles and senior executive positions with individually structured remuneration packages, thereby providing a more accurate reflection of structural pay equity within the organization.

For 2025, the Gender Pay Gap stood at 2%, indicating a balanced compensation structure primarily anchored to role responsibilities and job level. The gap remains at a low level with no significant structural disparity identified. The Company continues to regularly review and monitor compensation data to uphold standards of fairness, transparency, and equitable remuneration practices.

2. Local Employment

In 2025, local hires and return-to-hometown personnel accounted for 77.59% of the total workforce within the hospital group, reflecting the Company's commitment to strengthening local employment and community-based economic participation.

For Thanakan Hospital, a newly established hospital within the network, 156 out of 168 total positions were filled by local residents or individuals from neighboring border provinces, representing 92.86% of total employment.

3. Diversity in Employment

In 2025, the Company employed 29 persons with disabilities under Section 33 of Thailand's Persons with Disabilities Empowerment Act, with placements distributed across hospitals within the network in alignment with job characteristics and individual suitability.

In addition, the Company implemented employment under Section 35 through partnerships with local agencies and community networks to address practical challenges identified in direct employment arrangements, particularly travel-related difficulties and associated risks faced by persons with disabilities. A total of eight positions were coordinated through the Provincial Labour Office. This approach enhanced operational flexibility, improved localized access to employment opportunities, and strengthened public-private collaboration in promoting inclusive employment.

The Company continues its collaboration with Social Innovation Foundation as a strategic partner in advancing disability-inclusive employment. The partnership encompasses advisory support on appropriate employment models, knowledge exchange and best practice sharing, as well as data linkage between persons with disabilities and local agencies. These efforts contribute to the development of a more comprehensive and effective inclusive employment system.

Organizations interested in employing persons with disabilities through the mechanisms facilitated by the Social Innovation Foundation may explore further details regarding employment models, support structures, and collaborative networks at www.sif.or.th, and participate in advancing equitable and sustainable employment practices within society.

4. Empowering Women in the Workforce

In 2025, 80.65% of the total workforce across the network were female employees, reflecting the gender composition of the healthcare sector. The Company actively supports career progression without gender-based barriers or preferential treatment.

At the middle management level ranging from managers to department directors, female representation accounted for 68.37%, demonstrating strong participation of women in leadership pipelines. At the senior executive level across the network, there were eight female executives, representing 27.59% of total senior leadership.

Table: Proportion of Permanent Employees by Position Level, Age Group, and Gender

(Based on a total of 3,937 employees as of 31 December 2025)

	Male	Female
Operational Level (O1,O2)	588	2,778
< 30 Years old	233	1,248
30 - 50 Years old	310	1,375
> 50 Years old	45	155
Supervisory Level (H1,H2)	91	255
< 30 Years old	17	17
30 - 50 Years old	67	211
> 50 Years old	7	27
Managerial and Department/Line Director Level (M1-M4)	62	134
< 30 Years old	3	3
30 - 50 Years old	49	111
> 50 Years old	10	20
Senior Executive Level (Hospital Director and above) (C1-C4)	21	8
< 30 Years old	0	0
30 - 50 Years old	11	8
> 50 Years old	10	0
Total	762	3,175

Human Rights and Labor Practices

1. Respect for Equality and Diversity

In 2025, the Company employed seven foreign nationals representing four nationalities Myanmar, Cambodia, China, and Japan.

Table: Proportion of Employees by Nationality and Gender (Based on data as of 31 December 2025)			
Nationality	2023	2024	2025
Thai	male: 748 person female: 3,163 person	male: 808 person female: 3,340 person	male: 762 person female: 3,175 person
Myanmar	male: 0 person female: 2 person	male: 0 person female: 1 person	male: 0 person female: 1 person
Cambodia	male: 2 person female: 3 person	male: 3 person female: 4 person	male: 3 person female: 0 person
Others e.g. China Japan	male: 2 person female: 2 person	male: 2 person female: 1 person	male: 2 person female: 1 person

Although the number of foreign employees decreased in 2025 as a result of organizational restructuring to enhance operational efficiency, the Company remains firmly committed to fostering nationality diversity in its workforce. This commitment supports service delivery to patients from diverse cultural and linguistic backgrounds. In corporate meetings and related activities, designated personnel are assigned to serve as interpreters to ensure that foreign employees have equitable access to organizational information, communications, and key updates. The Company has also established a human resource management policy grounded in the principles of non-discrimination and equal opportunity. Differences in nationality, race, religion, language, or cultural background are not used as criteria in recruitment, job assignment, performance evaluation, or career advancement decisions. This framework reinforces a workplace environment that respects the dignity and value of every employee on an equal basis.

Furthermore, the Company actively promotes gender equality and non-discrimination across all HR processes from recruitment and selection to capability development and career progression anchored primarily on merit and performance. The organization continuously participates in and supports initiatives that advance gender diversity and inclusion, including engagement in provincial Pride Month activities through financial sponsorship, activity booths, and participation in public parades. These efforts celebrate gender diversity, equality, and authentic self-expression, reflecting the Company's long-term commitment to cultivating an inclusive corporate culture aligned with international human rights principles.

In line with the Company's target of zero complaints relating to sensitive issues such as unfair treatment, religious discrimination, nationality-based discrimination, gender inequality, or other related matters, no complaints or conflicts of this nature were reported in 2025.

2. Commitment to Human Rights

In 2025, the Company expanded upon the human rights framework originally pioneered by Pitsanuvej Hospital, which previously received the Human Rights Awards in 2023 and 2024 (Large Enterprise Category Good Level) from Rights and Liberties Protection Department. The best practices, governance mechanisms, and operational standards were systematically cascaded across the network, resulting in additional affiliated hospitals receiving recognition in 2025 as follows:

Large Enterprise Category Excellent Level (3 hospitals):

1. Pitsanuvej Phitsanulok Hospital
2. Princ Hospital Suvarnabhumi
3. Princ Hospital Paknampo

Medium Enterprise Category Excellent Level (1 hospital):

1. Princ Hospital Sakon Nakhon

Medium Enterprise Category Good Level (1 hospital):

1. Princ Hospital Uthai Thani

These achievements emphasize the effectiveness of a network-driven approach grounded in knowledge transfer, best practice exchange, and collective elevation of governance standards across the Group. For 2026, the Company has set a clear direction to scale human rights initiatives to all hospitals within the network, further strengthening a robust and sustainable human rights governance framework.

In addition, several hospitals within the network received awards and participated in initiatives reflecting adherence to human rights principles:

- Pitsanuvej Phichit Hospital received recognition as an establishment promoting access to rights and welfare for persons with disabilities from the Department of Empowerment of Persons with Disabilities.
- Pitsanuvej Uttaradit Hospital was awarded a certificate of recognition for supporting employment, concessions, or vocational promotion for persons with disabilities by the Provincial Office of Social Development and Human Security (Uttaradit).
- Sirivej Lamphun Hospital participated in the New Step Forward initiative for persons with disabilities, the elderly, and disadvantaged groups organized by Wiang Ka Long Subdistrict Municipality, Chiang Rai Province.
- Virajsilp Hospital received an award recognizing zero child labor practices from the Department of Labour Protection and Welfare.
- Princ Hospital Ubon Ratchathani received the Good Labour Practices (GLP) Award from the Bureau of Labour Standards Development.
- Princ Hospital Suvarnabhumi was honored with the Friendly Design Awards 2025 under the category Organization Promoting Health Tourism for All, in recognition of its commitment to universal design principles ensuring accessibility, safety, modernity, inclusiveness, fairness, and equal usability for individuals of all genders, ages, and physical conditions.
- Princ Hospital Mukdahan received the Model Moral Organization Award 2025 from the National Moral Promotion Committee under the Ministry of Culture.

3. Occupational Health and Safety

The Company places strong emphasis on environmental management, occupational health, and workplace safety policies and practices, with the strategic objective of achieving Zero Lost Time Injuries (LTIFR = 0) and zero workplace accidents. Injury and accident statistics are systematically monitored and reviewed to drive preventive and corrective measures.

Indicator	Unit	2021	2022	2023	2024	2025
Number of Work-Related Injury or Accident Cases Resulting in Lost Time	case	4	4	12	0	8
Number of Employees Who Sustained Work-Related Injuries Resulting in One or More Days of Lost Time	person	4	4	12	0	8
Lost Time Injury Frequency Rate (LTIFR) of Employees <i>Calculated per 1,000,000 working hours</i>	percent	0.75	0.41	1.22	0	0.78
Percentage of Employees Who Sustained Work-Related Injuries Resulting in One or More Days of Lost Time	percent	0.16	0.13	0.31	0	0.20
Number of Employees Who Died as a Result of Work-Related Incidents	person	0	0	0	0	0

In addition, the Company has extended the monitoring and reporting of such occupational injury statistics to outsourced personnel operating within hospital premises. The details are presented as follows:

Indicator	Unit	2024	2025
Number of Work-Related Injury or Accident Cases Resulting in Lost Time Among Outsourced Personnel	case	0	1
Number of Outsourced Employees Who Sustained Work-Related Injuries Resulting in One or More Days of Lost Time	person	0	1
Lost Time Injury Frequency Rate (LTIFR) of Outsourced Employees <i>Calculated per 1,000,000 working hours</i>	percent	0	2.83
Percentage of Outsourced Employees Who Sustained Work-Related Injuries Resulting in One or More Days of Lost Time	percent	0	0.11
Number of Outsourced Employees Who Died as a Result of Work-Related Incidents	person	0	0

All reported work-related injuries or incidents involving both employees and outsourced personnel were not considered significant violations of occupational health and safety standards. Most incidents were primarily attributable to unsafe work behaviors and minor environmental constraints within the workplace. Examples include fingers being caught while opening an ambulance door or collisions with bed fixtures while moving patient beds. In response, the Company has prioritized the enhancement of workplace safety management measures. Key initiatives include reviewing and refining operational procedures, providing safety awareness training for employees, installing warning signage in high-risk areas, and improving the physical work environment to enhance safety conditions. These measures aim to prevent the recurrence of similar incidents and continuously strengthen the organizations safety culture.

In 2025, several hospitals within the Group received national and provincial recognitions for excellence in employee welfare, labor relations, occupational safety, and workplace environment standards, as detailed below:

1. **Outstanding Establishment Award in Labor Relations and Welfare 2025 (National Level), *Granted by the Department of Labour Protection and Welfare***
 - Pitsanuvej Hospital 15th consecutive year
 - Princ Hospital Paknampo 1 and 2 7th consecutive year
 - Pitsanuvej Phichit Hospital 5th consecutive year
 - Princ Hospital Uthai Thani 4th consecutive year
 - Pitsanuvej Uttaradit Hospital 4th consecutive year
 - Princ Hospital Suvarnabhumi 2nd consecutive year
 - Virajsilp Hospital Chumphon 2nd consecutive year
2. **Outstanding Model Establishment Award in Occupational Safety, Health, and Work Environment 2025, *Granted by the Department of Labour Protection and Welfare***
 - Pitsanuvej Phitsanulok Hospital National Level (10th year)
 - Princ Hospital Suvarnabhumi National Level
 - Pitsanuvej Uttaradit Hospital Provincial Level (3rd year)
 - Princ Hospital Ubon Ratchathani Provincial Level (2nd year)
 - Pitsanuvej Phichit Hospital Provincial Level
 - Princ Hospital Paknampo 1 and 2 Provincial Level
3. **Zero Accident Campaign 2025**
 - Pitsanuvej Uttaradit Hospital Silver Level Recognition (2nd year)
 - Pitsanuvej Phitsanulok Hospital Silver Level Recognition
 - Pitsanuvej Phichit Hospital Silver Level Recognition
4. **Public Restroom Standard (HAS) Certification Hospital Category**
 - Princ Hospital Paknampo 1 and 2

- Princ Hospital Mukdahan

5. **SAN and SAN Plus Standard Award (*Sanitation, Accountability, Network Clean, Safe, Standardized*)**

- Princ Hospital Uthai Thani
- Princ Hospital Lamphun
- Virajsilp Hospital Chumphon
- Princ Hospital Suvarnabhumi
- Princ Hospital Sakon Nakhon
- Princ Hospital Paknampo 1 and 2

6. In addition, Princ Hospital Ubon Ratchathani received the Healthy, Safe, and Happy Workplace Silver Shield Award 2025 from the Department of Disease Control, Ministry of Public Health.

4. **Employee Development**

In alignment with the Companys target of achieving an average of 60 training hours per employee per year, performance in 2025 exceeded expectations, reaching 71.98 hours per employee per year. This outcome reflects the organizations strategic commitment to continuous capability enhancement and workforce readiness.

The Company continuously refines its talent development approach to ensure alignment with evolving organizational priorities and workforce diversity. The objective is to equip employees with the competencies required for current operational responsibilities, while simultaneously strengthening adaptive capabilities to respond effectively to emerging trends and industry dynamics.

Human capital development is driven through two core mechanisms:

1. Structured Training Programs
2. Professional Competency Assessment

1. **Structured Training Programs**

The Company continues to strengthen workforce capability through structured, network-wide learning initiatives aligned with strategic priorities and organizational culture. Key programs delivered in 2025 are summarized below:

● **Annual Network-Wide Mandatory Programs**

The Company drives workforce capability development at the network level through the establishment of annual mandatory courses to systematically enhance awareness and strengthen core competencies in alignment with the organizations strategic direction each year.

Implementation continues to be integrated through the Learning Management System under the PRINC Academy platform, an e-Learning platform designed to align with the organizational context in which the majority of personnel are medical and multidisciplinary professionals who provide patient care 24 hours a day through rotating shifts and workforce transitions. In addition, the networks units are located across multiple provinces nationwide. Given time constraints, the urgency of medical missions, and the geographic dispersion of personnel, centralized training could potentially impact service delivery and operational efficiency.

Therefore, development through the e-Learning system enables personnel to manage their learning schedules flexibly, access content anytime and anywhere without affecting patient care, and allows the organization to systematically and transparently track learning progress and course completion rates at the network level.

In 2025, the Company required personnel at all levels across the network to undertake knowledge and skills development to foster understanding of the organizational direction, strengthen standardized work practices, and enhance effective performance outcomes aligned with strategic objectives through the following key courses:

- **Business and Human Rights Course:** Under collaboration with the UN Global Compact Network Thailand in jointly designing course content and delivering knowledge, this course aims to cultivate understanding of human rights principles in connection with business operations in a tangible manner. A total of 3,326 employees completed the course and passed the assessment, representing 84.48% of total personnel.

- **Cybersecurity Awareness Course:** This course focuses on building digital immunity among employees to stay vigilant against various threats such as phishing, ransomware, and social engineering, as well as raising awareness of potential impacts on both individuals and the organization. A total of 3,092 employees passed the assessment, representing 78.54%.

- **Program to Promote Organizational Values and Core Competencies**

The Company continues to systematically develop knowledge and competency-based behaviors among personnel to align with organizational culture and strategic direction at the network level. In 2025, the following key programs were implemented:

- **PRINC Core value Course:** This course emphasizes reinforcing and embedding organizational culture through participatory learning processes. Employees engage in reflection exercises based on simulated scenarios linked to the organizations Core Values to stimulate awareness and behavioral adjustment in actual work contexts. In 2025, 3,593 employees completed the training, representing 96% of the target group, reflecting a high level of access and engagement across the network.
- **PRINC Core Competency Course:** Following the foundational understanding of core competencies established in 2024, in 2025 the Company elevated the program to focus on behavioral skill development through a gamification-based learning process to enhance engagement and practical application in core job contexts. The program was implemented 100% across 15 hospitals and 2 affiliated companies, aiming to enable personnel to adjust work behaviors in alignment with position-level expectations and concretely connect with the organizations core competencies.

- **Nursing Middle Management Leadership Development Program:** In 2025, the Company developed the Nursing New Gen Leader program, an internal hybrid-format course and the first network-level nursing leadership development program accredited with 42.5 continuing nursing education credits. The program comprises 15 topics covering knowledge and leadership skills in healthcare business management, delivered by faculty members from leading nursing faculties and executives in the healthcare business. A total of 76 participants met the hybrid attendance criteria and received certificates, representing 80.85% of total participants.

- **Talent Development Program**

- **PRINC Next Dot Cohort 2:** Continuing from PRINC Next Gen (2023), this program aims to develop high-potential personnel within the organization alongside cultivating new-generation talent from outside to strengthen strategic capabilities in the hospital business.

A total of 23 participants joined the program. Currently, 11 participants have progressed in their career paths, while 12 participants are in the Successor pool prepared to assume key positions in the future. They have also been assigned to hospitals within the network to support management teams in driving strategies according to their areas of expertise.

Overall results reflect a proactive human resource development approach that systematically connects organizational culture, core competencies, and next-generation leadership readiness in a sustainable manner.

2. Professional Competency Assessment

- **Nursing Professional Group**

Following the development of the competency framework and pilot testing phase, in 2025 the Company implemented the system to formally assess nursing professional competencies to elevate professional standards consistently across the network and establish a clear capability measurement mechanism linked to capacity development and performance outcomes.

The assessment covered 590 registered nurses from 11 hospitals within the network, categorized by RN Level as follows:

- RN Level 1: 254 persons (43.05%)
- RN Level 2: 151 persons (25.59%)

- RN Level 3: 116 persons (19.66%)

- RN Level 4: 69 persons (11.69%)

In 2025, a total of 69 employees received promotions and career advancement, both within their existing units and through cross-entity mobility within the network.

Such progress reflects the effectiveness of the performance management system, competency-based development framework, and continuous succession planning process.

This advancement reinforces the internal talent mobility approach to enhance motivation, strengthen engagement, and retain high-potential personnel to grow sustainably alongside the organization in the long term.

Employee Benefits and Well-being

The Company provides employee benefits based on evidence-based data, integrating results from the Employee Engagement Survey alongside feedback mechanisms and consultations with the Welfare Committee. In 2025, benefits were provided across the following dimensions:

1. Physical Health

- Benefits normally provided to personnel include annual health check-ups based on age and risk factors, as well as medical expense discounts for employees and their families.
- Hospital visitation support is provided for employees who are ill or have given birth.
- Group health insurance is provided for personnel not affiliated with hospitals.
- Seasonal influenza vaccination is provided to employees free of charge, and influenza vaccines are offered to employees families at cost price. In 2025, 3,184 employees received free influenza vaccinations.
- Princ Hospital Uthai Thani participated in the Persona 60-Day Challenge: Move More, Reduce Sugar program, utilizing the Persona Health application to support employees and working-age individuals in adjusting health behaviors, including increasing physical activity and reducing sugar consumption to lower the risk of non-communicable diseases (NCDs), a significant health issue in Thailand. The hospital received a recognition plaque from the Thai Health Promotion Foundation (ThaiHealth).

2. Mental Health

● Mind Friend Clinic

- 2025 marked the first year of initiating the Mind Friend Clinic project. Culture facilitators trained in coaching skills, deep listening, mindfulness, and other essential skills lead the process. The clinic serves as a safe space for employees to express their voices freely, release emotional burdens, and restore mental and life energy from work-related stress or other emotional impacts that may affect mood and work performance.
- The activity is held every Friday, with an average of 10 participants per month. Satisfaction evaluation results among participating employees reached 88% at a high satisfaction level.

● Participation in the Wellness CNB Project Princ Hospital Paknampo

- In 2025, Princ Hospital Paknampo enhanced employee care by participating in the Wellness CNB project, focusing on holistic wellness encompassing physical health, mental health, and socio-economic stability to create a supportive environment for productive and happy work.
- Implementation includes establishing well-being policies, improving the physical work environment, strengthening organizational culture and values, and supporting resources for personnel capability development. The project also emphasizes in-depth assessments, including monitoring mental power levels, stress, burnout, and depression risk in close collaboration with the Department of Mental Health to provide timely support to at-risk employees. The project is currently in the pilot phase, with plans to expand to other hospitals within the network in 2026.

3. Financial Well-being

- The Company has established a Provident Fund as an option to enhance financial stability for employees in affiliated companies with appropriate financial status. A total of 1,171 employees enrolled in the Provident Fund out of 2,063 eligible employees, representing 56.76%.
- The Company coordinated special-rate loan arrangements with banks to provide financial management alternatives for employees.
- A collaboration network was established with leading financial institutions to deliver structured knowledge on financial and investment planning. Internal experts also conducted workshops on Personal Finance to enhance personal financial management skills, enabling employees to effectively plan financial goals, build life stability, and reduce long-term economic anxiety.
- The Company expanded access to financial services across the network through a partnership with Noburo Platform Co., Ltd., a financial services startup operating under the principle of combining financial literacy with funding. Participants are required to complete structured debt resolution missions through financial learning and behavioral adjustment, gradually repaying debt and initiating savings. The program targets employees with informal debt or credit bureau restrictions who cannot access conventional financial services.

In 2025:

- 130 employees participated
- Total credit facility under the debt mission: THB 5 million
- 58.46% successfully closed at least one informal debt account
- THB 3.6 million informal debt repaid
- Total debt repayment amounted to THB 14.8 million
- Total savings accumulated exceeded THB 1.1 million

Several participants have completed the program and progressively improved their financial status.

- Educational scholarships were granted through the Pongsak Vidyagorn Foundation to employees children, totaling 540 scholarships amounting to THB 1,350,000 in 2025.

4. Engagement and Other Support Initiatives

- Townhall meetings are organized at every hospital at least once per year, enabling executives to communicate performance results and organizational direction to employees while providing opportunities for questions and feedback. Video recordings are made available for employees unable to attend in person, ensuring 100% coverage.
- A direct communication channel with hospital directors is available for employees to discuss concerns, file complaints, report information, or seek clarification.
- The P-Point accumulation program rewards employees for positive contributions beyond regular duties. Points can be redeemed for items and benefits such as polo shirts made from recycled plastic bottles and daily-use products.
- An employee engagement survey is conducted across the network using standardized questionnaires, calculation methods, and Top 2 Box evaluation criteria to enable clear comparison and analysis. In 2025, the average employee engagement score reached 62.20%, exceeding the target of 60% and increasing from 49.86% in 2024.
- Areas identified for further improvement include compensation and benefits, as well as strengthening employees sense of self-worth. In 2025, the Company implemented tangible improvements in benefits and mental health support. In 2026, an Inner Development program is planned to enhance internal skills, alongside participation in an intellectual well-being development initiative in collaboration with Happy Growth and the Thai Health Promotion Foundation to elevate long-term employee happiness and quality of work life.
- Stories of Giving Initiative
 - The Company promotes a Giving Mindset culture by enabling employees to initiate and conduct social contribution activities independently, including volunteer work, community outreach, public health support, and assistance to underprivileged groups.
 - After participating, employees share their stories, experiences, and outcomes with the organization. The Company selects, refines, and produces communication materials for internal and external dissemination. This

process recognizes employees while serving as a communication tool to continuously reinforce the culture of giving.

- Since 2024, sharing giving stories has been established as a key performance indicator to encourage broad participation. In 2025, 2,991 stories were submitted across the network, increasing from 2,593 in 2024, 330 in 2023, and 260 in 2022.
- The Company has also integrated this concept into its sustainability performance management framework, requiring employees to participate in at least one volunteer or ESG-related activity per year. Participation outcomes are incorporated into performance evaluations, elevating voluntary good deeds into a systematic mechanism aligned with organizational objectives.
- Additional initiatives include organizing partnership sports events to strengthen relationships within and across hospitals in the network, and establishing Staff Cafe spaces as relaxation corners with snacks and beverages provided for employees during work breaks.

In 2025, the Company received the Leading ESG People award at the Future Trends Awards 2025, reflecting its commitment to sustainable business practices by prioritizing people-centered management, promoting equality, and concretely enhancing employees quality of life.

Information on employment

Employment

	2023	2024	2025
Total Employment (Person)	N/A	5,111	4,854
Percentage of employees to total employment (%)	N/A	81.39	81.11
Percentage of non-employee workers to total employment (%)	N/A	18.61	18.89
Total employees (persons)	3922	4160	3937
Male employees (persons)	752	814	762
Percentage of male employees (%)	19.17	19.57	19.35
Female employees (persons)	3170	3346	3175
Percentage of female employees (%)	80.83	80.43	80.65

	2023	2024	2025
Total of workers who are not employees (Person)	N/A	951	917
Male workers who are not employees (Person)	N/A	785	773
Percentage of male non-employee workers (%)	N/A	82.54	84.30
Female workers who are not employees (Person)	N/A	166	144
Percentage of female non-employee workers (%)	N/A	17.46	15.70

Number of employees categorized by age

	2023	2024	2025
Total number of employees under 30 years old (Persons)	1,645	1,679	1,521
Percentage of employees under 30 years old (%)	41.94	40.36	38.63
Total number of employees 30-50 years old (Persons)	2,009	2,196	2,142
Percentage of employees 30-50 years old (%)	51.22	52.79	54.41
Total number of employees over 50 years old (Persons)	268	285	274
Percentage of employees over 50 years old (%)	6.83	6.85	6.96

Number of male employees categorized by age

	2023	2024	2025
Total number of male employees under 30 years old (Persons)	251	270	253
Percentage of male employees under 30 years old (%)	33.38	33.17	33.20

	2023	2024	2025
Total number of male employees 30-50 years old (Persons)	435	472	437
Percentage of male employees 30-50 years old (%)	57.85	57.99	57.35
Total number of male employees over 50 years old (Persons)	66	72	72
Percentage of male employees over 50 years old (%)	8.78	8.85	9.45

Number of female employees categorized by age

	2023	2024	2025
Total number of female employees under 30 years old (Persons)	1,394	1,409	1,268
Percentage of female employees under 30 years old (%)	43.97	42.11	39.94
Total number of female employees 30-50 years old (Persons)	1,574	1,724	1,705
Percentage of female employees 30-50 years old (%)	49.65	51.52	53.70
Total number of female employees over 50 years old (Persons)	202	213	202
Percentage of female employees over 50 years old (%)	6.37	6.37	6.36

Number of employees categorized by position

	2023	2024	2025
Total number of employees in operational level (Persons)	3,700	3,903	3,712

	2023	2024	2025
Percentage of employees in operational level (%)	94.34	93.82	94.28
Total number of employees in management level (Persons)	201	234	196
Percentage of employees in management level (%)	5.12	5.63	4.98
Total number of employees in executive level (Persons)	21	23	29
Percentage of employees in executive level (%)	0.54	0.55	0.74

Number of male employees categorized by position

	2023	2024	2025
Total number of male employees in operational level (Persons)	676	726	679
Percentage of male employees in operational level (%)	89.89	89.19	89.11
Total number of male employees in management level (Persons)	58	70	62
Percentage of male employees in management level (%)	7.71	8.60	8.14
Total number of male employees in executive level (Persons)	18	18	21
Percentage of male employees in executive level (%)	2.39	2.21	2.76

Number of female employees categorized by position

	2023	2024	2025
Total number of female employees in operational level (Persons)	3,024	3,177	3,033

	2023	2024	2025
Percentage of female employees in operational level (%)	95.39	94.95	95.53
Total number of female employees in management level (Persons)	143	164	134
Percentage of female employees in management level (%)	4.51	4.90	4.22
Total number of female employees in executive level (Persons)	3	5	8
Percentage of female employees in executive level (%)	0.09	0.15	0.25

Significant changes in the number of employees

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

Number of male employees working in Thailand

	2023	2024	2025
Total male employees working in Thailand (Person)	N/A	814	762
Bangkok Metropolitan (Person)	N/A	271	220
Northern (Person)	N/A	264	373
Central (Person)	N/A	121	23
Northeastern (Person)	N/A	117	107
Southern (Person)	N/A	41	39
Eastern (Person)	N/A	0	0

Number of female employees working in Thailand

	2023	2024	2025
Total female employees working in Thailand (Person)	N/A	3,346	3,175
Bangkok Metropolitan (Person)	N/A	853	511
Northern (Person)	N/A	1,301	1,836
Central (Person)	N/A	559	146
Northeastern (Person)	N/A	388	426
Southern (Person)	N/A	245	256
Eastern (Person)	N/A	0	0

Number of employees working abroad

	2023	2024	2025
Total employees working abroad (Person)	0	0	0
Total male employees working abroad (Person)	0	0	0
Total female employees working abroad (Person)	0	0	0

Employment of workers with disabilities

	2023	2024	2025
Total employment of workers with disabilities (persons)	28	38	37
Percentage of disabled workers to total employment (%)	N/A	0.74	0.76
Total number of employees with disabilities (Persons)	20	22	29
Percentage of disabled employees to total employees (%)	0.51	0.53	0.74

	2023	2024	2025
Total number of workers who are not employees with disabilities (persons)	8	16	8
Percentage of disabled non-employee workers to total non-employee workers (%)	N/A	1.68	0.87
Contributions to empowerment for persons with disabilities fund	-	Yes	Yes

Information on compensation of employees

Employee remuneration by gender

	2023	2024	2025
Total employee remuneration (baht)	1,542,104,651.39	1,781,185,080.18	1,569,676,110.45
Total male employee remuneration (baht)	387,625,056.55	459,063,577.20	347,295,201.58
Percentage of remuneration for male employees (%)	25.14	25.77	22.13
Total female employee remuneration (baht)	1,154,479,594.84	1,322,121,502.98	1,222,380,908.87
Percentage of remuneration for female employees (%)	74.86	74.23	77.87
Average of remuneration of employees (Baht/persons)	393,193.43	428,169.49	398,698.53
Average of remuneration for male employees (Baht/persons)	515,458.85	563,960.17	455,767.98
Average of remuneration for female employees (Baht/persons)	364,189.15	395,134.94	385,001.86
Rate of average of remuneration between female employees and male employees	0.71	0.70	0.84

Information on provident fund management

Provident fund management policy and guidelines

Provident fund management policy and guidelines : Yes

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.

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

Participation in provident fund membership

Details of provident fund participation

Number of employees joining in PVD (persons)

	2023	2024	2025
Number of employees eligible to participate in PVD (persons)	1474	2225	2063
Number of employees joining in PVD (persons)	995	1110	1171
Number of PVD members / Total employees (%)	25.37	26.68	29.74
Number of PVD members / Total eligible employees (%)	67.50	49.89	56.76

Amount of provident fund

	2023	2024	2025
Total amount of provident fund contributed by employer (baht)	N/A	N/A	19,225,996.00
Total amount of provident fund contributed by employee (baht)	N/A	N/A	32,789,192.00

Summary of employee PVD participation over the past year

Company name	Employees participating in PVD (Yes/No)	Total number of employees (persons)	Number of employees eligible to participate in PVD (persons)	Number of employees joining in PVD (persons)	Number of PVD members / Total employees (%)	Number of PVD members / Total eligible employees (%)
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Company name	Employees participating in PVD (Yes/No)	Total number of employees (persons)	Number of employees eligible to participate in PVD (persons)	Number of employees joining in PVD (persons)	Number of PVD members / Total employees (%)	Number of PVD members / Total eligible employees (%)
PRINCIPAL CAPITAL PUBLIC COMPANY LIMITED	Yes	3,937	2,063	1,171	29.74	56.76

Policy and guidelines on promoting savings through the provident fund for non-participating employees

Policy and guidelines on promoting savings through the provident fund for non-participating employees (PVD) : Providing education or information on selecting appropriate investment policies, Other promotional measures

Providing education or information on selecting appropriate investment policies

A collaboration network was established with leading financial institutions to deliver structured knowledge on financial and investment planning. Internal experts also conducted workshops on Personal Finance to enhance personal financial management skills, enabling employees to effectively plan financial goals, build life stability, and reduce long-term economic anxiety.

Other promotional measures

Credit Support Initiative to Enhance Employees Financial Stability

- The Company coordinated special-rate loan arrangements with banks to provide financial management alternatives for employees.
- The Company expanded access to financial services across the network through a partnership with Noburo Platform Co., Ltd., a financial services startup operating under the principle of combining financial literacy with funding. Participants are required to complete structured debt resolution missions through financial learning and behavioral adjustment, gradually repaying debt and initiating savings. The program targets employees with informal debt or credit bureau restrictions who cannot access conventional financial services. In 2025:
 - 130 employees participated
 - Total credit facility under the debt mission: THB 5 million
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 - Total savings accumulated exceeded THB 1.1 million

Several participants have completed the program and progressively improved their financial status.

Information on employee development

Employee training and development

	2023	2024	2025
Employee development plans as part of annual performance reviews	Yes	Yes	Yes
Average employee training hours (Hours / Person / Year)	64.20	86.56	71.98
Total amount spent on employee training and development (Baht)	13,386,159.01	8,974,123.00	10,665,799.04
Percentage of training and development expenses to total expenses (%) ^(*)	0.002162	0.001493	0.001679
Percentage of training and development expenses to total revenue (%) ^(*)	0.002332	0.001551	0.001740

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

Information on safety, occupational health, and work environment

Number of working hours

	2023	2024	2025
Total number of hours work (Hours)	10,546,671.19	11,713,711.01	10,658,955.32
Total number of hours worked by employees (Hours)	9,809,385.24	11,187,573.40	10,305,406.16
Total number of hours work by non-employee (Hours)	737,285.95	526,137.61	353,549.16

Statistic of accident and injuries of employees from work

	2023	2024	2025
Total number of lost time injury incidents by employees (Cases)	12	0	8

	2023	2024	2025
Total number of employees that lost time injuries for 1 day or more (Persons)	12	0	8
Percentage of employees that lost time injuries for 1 day or more (%)	0.31	0.00	0.20
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)	1.22	0.00	0.78
Lost time injury frequency rate (LTIFR) (**) (Persons / 200,000 manhours)	0.24	0.00	0.16

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

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

Information on promoting employee relations and participation

Employee engagement

	2023	2024	2025
Total number of employee turnover leaving the company voluntarily (persons)	579	678	796
Total number of male employee turnover leaving the company voluntarily (persons)	100	111	120
Total number of female employee turnover leaving the company voluntarily (persons)	479	567	676
Proportion of voluntary resignations (%)	14.76	16.30	20.22
Percentage of male employee turnover leaving the Company voluntarily (%)	17.27	16.37	15.08

	2023	2024	2025
Percentage of female employee turnover leaving the Company voluntarily (%)	82.73	83.63	84.92

	2023	2024	2025
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
- Reference link for responsible sales and marketing policy and guidelines : [https://website-storage.princhealth.com/capital/about/20260216111403-princ_cgpolicy_2025\(2ndrevised\)-finalv2.pdf](https://website-storage.princhealth.com/capital/about/20260216111403-princ_cgpolicy_2025(2ndrevised)-finalv2.pdf)
- Page number of the reference link : 54, 64

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
- Reference link to policy and guidelines on communicating the impact of products and services to customers / consumers : [https://website-storage.princhealth.com/capital/about/20260216111403-princ_cgpolicy_2025\(2ndrevised\)-finalv2.pdf](https://website-storage.princhealth.com/capital/about/20260216111403-princ_cgpolicy_2025(2ndrevised)-finalv2.pdf)
- Page number of the reference link : 54, 64

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 connected to the health and lives of service recipients, adherence to standards and the quality of medical treatment are the Company's highest priorities and are classified as top-tier sustainability issues. To ensure confidence among service recipients and relevant stakeholders, all hospitals continuously pursue accreditation from recognized healthcare standards and certification bodies on an annual basis.

Assessment of Medical Equipment Readiness

To ensure that all medical tools and equipment are adequate, ready for use, safe, and compliant with standards for examination, treatment, and diagnosis, the Company has established a policy for medical equipment management. This includes annual preventive maintenance and calibration in accordance with manufacturers standards, as well as standards set by the Emergency Care Research Institute (ECRI) and the United States Food and Drug Administration (FDA).

Such measures cover all categories of assets (Hospital Owner / Leased / Outsource) and all risk levels (High Risk / Medium Risk / Low Risk).

Innovation Management

At present, technology plays a critical role in enhancing the quality of healthcare services. The Company focuses on delivering medical excellence by leveraging advanced technologies to transform and improve systems, enabling more effective patient care while strengthening data security and systematic information management.

In addition, the Company places strong emphasis on Continuous Quality Improvement (CQI) as a key mechanism for driving innovation within the organization. This encompasses operational processes, medical services, and healthcare system management. Personnel at all levels are encouraged to participate in observing, analyzing, improving, and piloting new approaches that effectively address frontline operational challenges.

This approach ensures that feedback from service recipients and satisfaction assessment results are translated into tangible improvements through proactive and continuous process enhancement, rather than reactive problem-solving. The Company is committed to fostering an organizational culture that embraces learning and change, embedding quality development and innovation into routine operations and supporting the sustainable elevation of service standards over the long term.

Enhancing Patient Satisfaction and Customer Relationships

Patient Satisfaction Assessment

To ensure that service delivery meets high standards in addition to standardized medical quality, all hospitals within the network incorporate service recipient satisfaction as one of the key organizational performance indicators. Target levels are established in alignment with each hospital's operational stage and contextual factors.

Customer Data Protection

Cybersecurity and Personal Data Protection

The collection and protection of personal data in the hospital business are of critical importance, as hospitals retain highly sensitive personal and medical information, including treatment records, health data, and medical histories.

In the event of data leakage or cyberattacks, such information may be misused, for example through identity fraud to obtain treatment benefits, unauthorized sale to third parties, or even criminal activities. Given the high value of medical data on the black market, hospital businesses are prime targets for cyber threats and attacks.

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	Healthcare and Medical Service Cost Management Plan	-	2025: Establishment of a Healthcare and Medical Service Cost Management Plan
• Responsible production and services for customers	Percentage of hospitals within the network that have established a Medical Records Management Policy and Guidelines	-	2025: 100%
• Responsible production and services for customers	Healthcare Service Network Development Plan	-	2025: Establishment of a Healthcare Service Network Development Plan
• Responsible production and services for customers	Percentage of hospitals implementing a quality management system for pharmaceuticals and medical supplies	-	2025: 100%
• Responsible production and services for customers	Number of cases or complaints related to healthcare and medical services, along with corrective and remediation measures implemented	-	2025: 0 case

Target(s)	Indicator(s)	Base year(s)	Target year(s)
• Development of customer satisfaction and customer relationship	Customer Satisfaction Assessment	-	2025: Each hospital has established distinct targets tailored to its operational context. Detailed performance targets for all hospitals can be found in the Customer Satisfaction Assessment section.
• Protection of customer personal information	Cybersecurity and Personal Data Protection Policy and Guidelines	-	2025: Establishment of a Cybersecurity and Personal Data Protection Policy and Guidelines.
• Protection of customer personal information	Percentage of employees who have received training on cybersecurity and personal data protection.	-	2025: 100%
• Protection of customer personal information	Number of cybersecurity incidents or cyberattacks experienced by the Company, together with the corresponding corrective and mitigation measures implemented.	-	2025: 0 case
• Protection of customer personal information	Number of personal data breach incidents, together with the corresponding corrective and remediation measures implemented.	-	2025: 0 case

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 2025, hospitals within the network obtained reaccreditation and new accreditation as follows:

1. JCI Standard (Joint Commission International)
 - Pitsanuvej Phitsanulok Hospital
 - Princ Hospital Suvarnabhumi
2. HA Standard (Hospital Accreditation Level 3)
 - Princ Hospital Paknampo 1 and 2
 - Virajsilp Hospital Chumphon
 - Pitsanuvej Phichit Hospital
 - Princ Hospital Sisaket
 - Princ Hospital Ubon Ratchathani
3. HA Standard (Hospital Accreditation Level 2)
 - Pitsanuvej Uttaradit Hospital
 - Princ Hospital Uthai Thani
 - Princ Hospital Lamphun
 - Sirivej Lamphun Hospital
 - Princ Hospital Suvarnabhumi
 - Princ Hospital Sakon Nakhon
 - Ruam Phaet Phitsanulok Hospital
4. Laboratory Accreditation (LA) Medical Technology Standards Certified by the Medical Technology Council
 - Princ Hospital Suvarnabhumi
 - Pitsanuvej Phitsanulok Hospital
 - Pitsanuvej Phichit Hospital
 - Pitsanuvej Uttaradit Hospital
 - Princ Hospital Paknampo 1 and 2
 - Princ Hospital Uthai Thani
 - Princ Hospital Lamphun
 - Virajsilp Hospital Chumphon
 - Princ Hospital Ubon Ratchathani
 - Princ Hospital Sisaket
 - Ruam Phaet Phitsanulok Hospital
5. Pharmacy System and Pharmaceutical Services Accreditation
 - Princ Hospital Paknampo 1 and 2
 - Pitsanuvej Phichit Hospital,
 - Pitsanuvej Uttaradit Hospital,
 - Virajsilp Hospital Chumphon
 - Princ Hospital Ubon Ratchathani
 - Princ Hospital Sisaket

In addition, hospitals within the network received multiple awards certifying service standards and quality from various institutions, including:

Princ Hospital Suvarnabhumi

- Received three prestigious awards from Healthcare Asia Awards 2025 in Kuala Lumpur, Malaysia:
 - Specialty Clinic of the Year
 - ESG Program of the Year
 - Patient Safety Initiative of the Year
- Achieved HIMSS Analytics EMRAM Stage 7 certification in the Republic of Korea on 2 October 2024, with a certification validity of three years.

- Certified for medical examination and issuance of Seafarer Medical Certificates (Kor 5) on 18 November 2024, valid for three years.

Pitsanuvej Phitsanulok Hospital

- Corporate Governance Standard Certification under the Department of Business Development, valid until 31 July 2027.
- EXCELLENCE IN HEALTHCARE LEADERSHIP AWARD from AIA Thailand Public Company Limited.
- Claim Management Excellent Ocean Life Hospital Awards 2024 from Thai Ocean Life Insurance Public Company Limited.
- First Prize in Nutrition from the Dietetic Association of Thailand.
- WSO Angels Award Platinum Level and Thailand Angels Award Ready Hospital Status from the Neurological Institute in collaboration with the Neurological Institute Foundation and the World Stroke Organization (WSO).

Pitsanuvej Uttaradit Hospital

- Best Healthcare Service Award from Thai Ocean Life Insurance Public Company Limited.

Princ Hospital Paknampo 1 and 2

- Best Hospital Insurance and Claim Process Award 2025 from Krungthai-AXA Life Insurance Public Company Limited.

Princ Hospital Lamphun

- Hospital Excellence Experience Award from Thai Ocean Life Insurance Public Company Limited.

Sirivej Lamphun Hospital

- Award for Timely Submission of Quality Development Plan from HA Regional Forum Chiang Mai 2025.

Princ Hospital Sisaket

- Accreditation for Hemodialysis Treatment Standards.

Virajsilp Hospital Chumphon

- ISO 9001:2015 Certification from United Registrar of Systems (Thailand) Co., Ltd., with certification renewed until 31 March 2026.

In 2025, the Company recruited qualified professionals with expertise in hospital quality management and risk management to strengthen the central management team. A quality network meeting will be convened to establish common standards across the network and facilitate knowledge exchange.

Additionally, joint meetings will be organized with medical secretaries across the network, who play a significant supporting role in advancing quality management initiatives.

Assessment of Medical Equipment Readiness

A total of 13,453 medical tools and equipment items are categorized into two groups as follows:

1. Critical Life-Support Equipment
 - This category comprises essential medical tools and equipment directly related to life-saving interventions.
 - Annual preventive maintenance and medical device calibration are mandatory.
 - Performance Result: 99.65% completed in accordance with plan (Excluding equipment under repair or temporarily transferred within the network and pending return, which therefore did not follow the normal calibration cycle.)
2. General Medical Treatment Equipment
 - This category includes equipment used in general medical care and treatment services.
 - Annual preventive maintenance is conducted in accordance with the established plan.
 - Performance Result: 98.55% completed in accordance with plan (Excluding equipment under repair or temporarily transferred within the network and pending return, which therefore did not follow the normal calibration cycle.)

Since 2024, the Company has established a network-wide Calibration Center with the following objectives:

1. To ensure that medical tools and equipment across the network operate accurately, meet standards, and maintain patient safety.
2. To enhance the medical equipment management system in alignment with national and international hospital quality standards.
3. To develop the technical skills and knowledge of Biomedical Engineers (BME) in maintenance and calibration practices.
4. To reduce expenses related to maintenance and calibration across the hospital network.
5. To generate revenue from providing maintenance and calibration services to both internal and external customers.
6. To ensure that newly procured medical equipment undergoes standardized inspection, testing, and quality verification prior to operational deployment within the network.

In 2025, the Company implemented a Computerized Maintenance Management System (CMMS) with the following objectives:

1. To maintain comprehensive records of medical equipment, including asset history, repair records, and maintenance and calibration history.
2. To track repair, maintenance, and calibration expenses to support timely replacement planning.
3. To monitor depreciation of medical equipment across the entire network or by individual hospital.
4. To provide a consolidated overview of medical equipment inventory across the network to facilitate management activities such as lending, purchasing, and inter-hospital transfers.
5. To enhance convenience in submitting repair and technical service requests to biomedical engineering service teams.
6. To enable users to access department-specific equipment lists, repair records, and maintenance and calibration schedules.
7. To support quality documentation and training programs related to medical equipment management.

Innovation Management

The Company recognizes digital technology and modern innovation as core enablers of operational excellence. Technology is strategically leveraged to enhance service efficiency, improve data accuracy, and elevate the overall patient experience, thereby strengthening service quality across the network.

One of the key technologies implemented is the Electronic Health Records (EHR) system, which enables physicians and medical personnel to access patient health information promptly, reduce treatment errors, and enhance diagnostic accuracy. The system also minimizes paper-based documentation, resulting in more efficient data management.

In addition, the Company deploys Internet of Things (IoT) technology to integrate medical devices with real-time health information systems. This enables continuous patient monitoring, improves diagnostic precision, and supports timely clinical decision-making. The integration also alleviates workload pressures on medical personnel while enhancing patient satisfaction.

Since 2025, Artificial Intelligence (AI) has increasingly played a critical role in transforming healthcare services. In response, the Company has established a strategic direction to advance its hospital network toward becoming a leader in medical AI. This initiative focuses on systematically integrating AI technologies into healthcare service delivery, rather than merely adopting technology as a standalone tool. The objective is to establish a new standard of care that effectively combines AI capabilities with the expertise of physicians and nurses, thereby enhancing diagnostic accuracy, clinical decision-making, and patient care management. This approach also aims to elevate the overall quality and efficiency of healthcare services, strengthen the effectiveness of patient treatment, and support the structured and secure management of medical data in alignment with relevant standards. Through these efforts, the Company seeks to reinforce the capabilities of its hospital network and position itself as a leading organization in medical AI within the healthcare industry. Key initiatives implemented under this approach are as follows:

CoMed (Collaborative Medical AI Assistant) Project

CoMed is an intelligent assistant designed to collaborate with medical teams, reducing routine workload and enabling a shift toward value-added activities through automation. The project comprises five core modules:

1. Vyana Edge: Converts physician/patient conversations into text automatically for documentation in the Electronic Medical Record (EMR) and Observation systems, with integrated CPOE (Computerized Physician Order Entry) suggestions.
2. Vyana Edge+: An advanced module that generates medical record summaries and conducts health risk assessments to support clinical decision-making.
3. EMR Quality Check: An AI system that verifies the completeness and accuracy of medical records in real time, with an alert mechanism for prompt correction.
4. AI-Based Checkup: Designs personalized health check-up packages aligned with appropriate standards and automatically generates health reports, subject to patient consent.
5. AI Nurse: A 24-hour patient care assistant accessible via chat and voice channels for symptom screening, follow-up, and health consultation, supporting continuous care both in-hospital (IPD) and at home.

Beyond enhancing patient care efficiency through CoMed, the Company emphasizes continuity of care throughout the Patient Journey. Accordingly, the PRINC Refer system was developed to facilitate structured patient referrals across the network.

PRINC Refer strengthens collaboration between clinics and hospitals within the Princ network, built upon two core value pillars:

1. Effective Communication: Ensures convenient, rapid, and secure patient referrals, with end-to-end case status tracking throughout the process.
2. Revenue Growth: Increases referral efficiency and supports sustainable revenue expansion across the network.

Through the integration of AI technologies and continuous system development, the Company is committed to delivering seamless, safe, and efficient medical services, while advancing new standards of innovation to build a sustainable, future-ready healthcare ecosystem.

In parallel with enterprise-wide innovation management, hospitals within the network have strengthened their IT infrastructure. Princ Hospital Suvarnabhumi and Princ Hospital Paknam 1 have achieved HIMSS Analytics EMRAM Stage 7 certification, the highest level awarded by HIMSS, reflecting full digital maturity of their medical information systems in alignment with international standards.

Innovation in Quality Management

Quality management serves as a systemic foundation for elevating organizational standards. It functions as a key governance mechanism to ensure operational efficiency, transparency, and compliance with professional and regulatory requirements.

In 2025, the Company implemented 66 Continuous Quality Improvement (CQI) initiatives, with 9 projects selected for presentation at the 26th HA National Forum. Notable projects include:

- **Phlebitis Is Not a Minor Issue: CQI for Safe IV Line Care in Pediatric Patients** Princ Hospital Sisaket

This initiative focused on preventing phlebitis in pediatric patients receiving intravenous therapy. Through improved care guidelines and strengthened monitoring systems, patient safety was enhanced and incident risks were reduced.

- **Medical Equipment Team Process Innovation** Pitsanuvej Phitsanulok Hospital

Addressed inconsistencies in equipment data storage and documentation, which previously resulted in extended search times. The team implemented a CMMS integrated with procurement and accounting systems, creating a structured database and significantly reducing retrieval time.

- **OptiRay: Clear Brain CT with Optimized Dose** Princ Hospital Paknampo
Reduced radiation exposure by benchmarking national median values from the Department of Medical Sciences and revising CT imaging parameters for both contrast and non-contrast studies. New CT-Brain protocols and parameters were established, leading to reduced patient radiation dosage.
- **Stock Count WebApp** Princ Hospital Ubon Ratchathani
Developed in response to inefficiencies in manual monthly inventory counting (averaging 9.8 minutes per item). By applying Lean principles and implementing a centralized real-time web application, the hospital reduced process steps, enhanced visibility, and enabled immediate report generation.

Innovator Journey 2025

The Innovator Journey 2025 project, organized by the National Innovation Agency (NIA), aims to empower Thai youth through experiential innovation development. The Company participated as a private-sector mentor organization, providing real-world challenges and opportunities for prototype development with practical applications in business, social, and environmental contexts.

Princ Hospital Suvarnabhumi hosted one youth team to develop a Photo-Electrocatalysis (PEC)-based wastewater treatment system for dialysis processes. The technology utilizes light and electricity to eliminate organic pollutants in wastewater with high TDS levels.

The project represents an advancement in clean technology and can be integrated with membrane systems to recover certain substances for reuse. It reduces environmental impact, aligns with Circular Economy principles, and was selected as one of the top 10 outstanding teams among all participants.

Through participation in the program, the Company received a recognition plaque as a supporting organization for youth innovation and intends to continue engaging in future initiatives to promote innovation development, empower the next generation, and advance healthcare and sustainability innovation.

Enhancing Patient Satisfaction and Customer Relationships

Patient Satisfaction Assessment

In 2025, the Company standardized the service recipient satisfaction assessment methodology across the entire network by adopting the Top Box calculation approach. This enhancement was implemented to strengthen data consistency, improve comparability of performance outcomes among hospitals, and systematically facilitate knowledge sharing and best practice exchange within the network.

The assessment results for the reporting year indicate that satisfaction scores at all hospitals exceeded their established targets, reflecting the effectiveness of continuous patient experience management initiatives.

Compared to the previous year, hospitals that had already adopted the Top Box methodology since 2024 demonstrated an upward trend in satisfaction scores across the board, underscoring sustained service quality enhancement.

In 2025, multiple operational enhancement initiatives were implemented to strengthen service excellence and elevate customer satisfaction outcomes. Key initiatives included:

- Deployment of queue management systems in payment and pharmacy waiting areas
- Training programs on monitoring waiting time data within the system and effective queue management
- The installation of an aroma system to enhance relaxation and create a positive impression for service recipients
- Service behavior training and refresher programs
- Benchmarking visits to leading hotels and hospitals to adopt service best practices
- Establishment of Customer Experience Teams in selected hospitals

Customer Personal Data Protection

Cybersecurity and Personal Data Protection

The Company places strong emphasis on personal data protection and cybersecurity, ensuring hospital operations align with established information security management standards and relevant legal frameworks, including:

1. **Personal Data Protection Act (PDPA)** Legislation governing the secure collection, use, disclosure, and processing of personal data. As hospitals manage substantial volumes of patient information, strict compliance is required to prevent data breaches or unauthorized access. The Act also defines the rights of data subjects, as well as the obligations of data controllers and data processors, requiring appropriate safeguards to protect personal data from leakage.
2. **Cybersecurity Act** Enacted to address the increasing prevalence of cyber threats in the digital era. The hospital business is required to implement robust preventive measures, including access control systems, antivirus software installation, data backup protocols, and contingency planning to respond to cyber incidents.
3. The Company adopts internationally recognized standards for information security management to mitigate cyber risk exposure and reinforce stakeholder confidence in the protection of sensitive data. The framework encompasses the following core measures:
 - **Data Encryption** A critical process that converts information into an unreadable format accessible only to authorized users, thereby strengthening the security of sensitive data such as patient personal information.
 - **Access Control Management** Restricts data access strictly to authorized personnel, minimizing the risk of misuse and reducing exposure to internal threats from unnecessary data access.
 - **Training and Awareness Programs** Ongoing cybersecurity training for personnel at all levels to enhance knowledge, understanding, and awareness of information security practices, including recognition of internal risks such as unintentional system misuse, negligence of security measures, or actions that may create vulnerabilities leading to cyber threats.
 - **Antivirus Protection** A fundamental cybersecurity safeguard to detect, prevent, and eliminate malicious software, including viruses, spyware, trojans, and other harmful programs designed to damage or steal critical information.
 - The Company has established a Business Continuity Management Plan (BCP) and conducts simulation exercises at least once annually to ensure personnel readiness in responding to emergency situations that may impact service delivery. For compliance with personal data protection regulations, all affiliated hospitals mandate the use of Personal Data Consent Forms in all applicable cases, including employment agreements covering consent for the use of employee personal data. All employees are required to safeguard patient data in accordance with hospital standards.

Additionally, the Company has developed mandatory online training programs on cybersecurity and personal data protection for employees at all levels, including new hires who are required to complete the training during orientation.

Table of Customer Management Performance Indicators and Outcomes						
Indicator	Unit	2021	2022	2023	2024	2025
Medical Record Management Policy and Guidelines	Yes/No	The Company mandates all affiliated hospitals to establish medical record management policies and guidelines to ensure completeness and accuracy in accordance with medical record documentation standards, including secure storage and confidentiality protection, aligned with each hospitals accreditation standards.				
Percentage of hospitals with medical record management policy and guidelines	Percent	100	100	100	100	100

Healthcare and Medical Service Cost Management Plan	Yes/No	The Company regularly monitors (monthly/quarterly) healthcare and medical service cost management plans of each hospital to ensure effective operational systems that minimize costs potentially passed on to patients.				
Percentage of hospitals with healthcare and medical service cost management plans	Percent	100	100	100	100	100
Healthcare Service Network Development Plan	Yes/No	The Company implements a healthcare service network expansion plan, both geographically (e.g., ecosystem partnerships expansion) and through enhanced accessibility channels supported by technology integration, such as telemedicine system development.				
Drug and Medical Supplies Quality Management	Yes/No	The Company requires all affiliated hospitals to implement standardized drug and medical supplies quality management processes, covering procurement, inspection, storage, dispensing, surveillance, and follow-up. All processes are certified under hospital standards. Annual committees are appointed for drug, medical supplies, and vendor selection to ensure product quality monitoring and supplier engagement for optimal treatment outcomes.				
Percentage of hospitals with drug and medical supplies quality management	Percent	100	100	100	100	100
Number of healthcare and medical service complaints with corrective and remedial actions	Case	0	0	0	0	0
Cybersecurity and Personal Data Protection Policy and Guidelines	Yes/No	The Company operates under Information Technology Security Policy and Personal Data Protection Policy.				
Percentage of IT infrastructure certified to cybersecurity standards (e.g., ISO 27001 or other standards)	Percent	37	37	38.7	43.13	35.17*

Measures and Guidelines on Personal Data Usage	Yes/No	The Company has established measures and guidelines on personal data usage as follows: <ul style="list-style-type: none"> ● Data Platform & BI Data Access Authorization Policy and Procedures (PC-IT-062) ● Request Data Standard Operating Procedure (SOP-DMU-217) ● Electronic Medical Record Access Authorization Policy (PC-TET-043) ● Information Technology Security Policy (PRINC-P007-2565) ● Personal Data Protection Policy (Privacy Policy) (PRINC-PC-LAW-001_(PC-LAW-002)) 				
Percentage of employees trained in cybersecurity and personal data usage	Percent	64	82.45	85	100	100
Number of cybersecurity incidents with corrective measures	Case	0	0	0	0	0
Number of personal data breach incidents with corrective measures	Case	0	0	0	0	0

Remark: * Reflects a reduction in the number of information technology infrastructure equipment in operation.

Customer satisfaction

	2023	2024	2025
Evaluation results of customer satisfaction	Yes	Yes	Yes

Channels for receiving complaints from customers/consumers⁽¹⁾

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

Telephone : 02 0092015

Fax : -

Email : princ_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: ⁽¹⁾ 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

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

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(s)	Indicators(s)	Base year(s)	Target year(s)
<ul style="list-style-type: none"> Others : Monitoring and Evaluating Community Impact 	Monitoring and Evaluating the Impact of Business Operations on Communities	-	2025: Consistently monitors and evaluates the impact of its business operations on local communities. This includes regular community visits to gather insights and concerns, as well as supervising and ensuring compliance with operational standards that may affect the community.
<ul style="list-style-type: none"> Others : Monitoring and Evaluating Community Impact 	Number of Disputes or Complaints Related to Community Rights Violations, Including Resolution and Remediation Measures	-	2025: 0
<ul style="list-style-type: none"> Occupational health, safety, health, and quality of life Reducing inequality 	Policy and Guidelines to Promote Access to Healthcare and Medical Services	-	2024: Establishment of a policy to expand access to healthcare and medical services, with goals and strategies focused on expanding into secondary cities. Additionally, employee benefits include access to the hospital's healthcare services.

Target(s)	Indicators(s)	Base year(s)	Target year(s)
<ul style="list-style-type: none"> Occupational health, safety, health, and quality of life Disadvantaged and vulnerable groups Reducing inequality 	Programs to Promote Access to Healthcare and Medical Services	-	2025: Continuous implementation of ongoing programs to promote access to healthcare and medical services every year. These initiatives are implemented across all hospitals in the network, such as deploying mobile units for diabetes screening in communities, conducting health check-ups for vulnerable groups, and expanding healthcare coverage to include a broader population.
<ul style="list-style-type: none"> Occupational health, safety, health, and quality of life Reducing inequality 	Number of provinces in which hospitals within the network provide medical services	-	2027: 20 hospitals

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. Continuing the Inspiration, Endless Giving Initiative

In celebration of the 90th anniversary of Dr. Pongsak Viddayakorn, Founder of the PRINC network, the Company collaborated with the Pongsak Viddayakorn Foundation to implement the Continuing the Inspiration, Endless Giving initiative. The program was designed to expand proactive healthcare accessibility through 90 community outreach missions across locations where affiliated hospitals and clinics operate, including surrounding areas. The initiative covered 15 hospitals and 30 clinics, mobilizing multidisciplinary medical professionals and employees as core implementation drivers. Between May/June 2025, outreach units served more than 100 communities across 16 provinces, delivering health screenings to over 6,364 individuals. The initiative reflects tangible and sustained social value creation aligned with the Founders philanthropic legacy.

2. Blood Donation Campaign

All hospitals established blood donation units to support the Thai Red Cross Society. During the reporting year, the network successfully collected and donated 1,296 units of blood, potentially benefiting more than 3,800 lives.

3. Proactive Community Health Outreach

- Target Groups General Public and Vulnerable Populations
- As a healthcare service provider, the Company prioritizes extending medical access beyond hospital premises through proactive community health screening programs in all provinces where hospitals operate.
Services include:
 - Basic health screenings (blood pressure, fingertip blood glucose, BMI and waist circumference assessment, cardiovascular risk screening)
 - Disease-specific screenings (cataract and glaucoma screening for the elderly, liver disease screening, musculoskeletal screening)
 - Health education programs (breast self-examination training, handwashing education for students, brain exercise sessions led by physiotherapists)
- In 2025, the hospital network provided healthcare access to 32,304 individuals, categorized as follows:
 - General public: 20,730 persons
 - Underprivileged individuals in remote or low-income areas: 580 persons
 - Children: 3,850 persons
 - Persons with disabilities: 55 persons
 - Elderly: 6,839 persons
 - Other groups (e.g., monks, ethnic minorities): 250 persons

4. Road Safety Advocacy

- Target Groups Road Users and Operational Officers
- The Company supported provincial Road Accident Prevention and Reduction Operation Centers during the Seven Dangerous Days campaigns (New Year and Songkran festivals), providing:
 - Over 390 road safety and traffic signage boards (THB 234,890)
 - More than 8,600 bottles of drinking water (THB 24,000)
 - Additional equipment including 30 traffic cones, 15 safety vests, and 50 helmets (THB 23,000)

5. On-Site Medical Support for Sporting Events

- Target Group Health-Conscious Participants
- All affiliated hospitals recognize the importance of encouraging individuals to proactively maintain their health. Accordingly, first-aid service units, together with ambulance support, were deployed to enhance safety assurance and provide immediate medical response coverage at various sporting events, including but not limited to the following:
 - Mini Marathon Competition THAI SMEs RUN, Samut Prakan Province
 - Asian Road Cycling Championships 2025, Phitsanulok Province
 - National Sports Day 2025, Phichit Province
 - Light of the Nation Walk, Run, Bike Against Stroke, 11th Edition, Uttaradit Province
 - Nakhon Sawan School Half Marathon 2025: Run for Nong, 129 Years, Nakhon Sawan Province
 - Uthai Thani Marathon: Huai Kha Khaeng World Heritage, Uthai Thani Province
 - Chumphon Provincial Sports Championship 2025, Chumphon Province
 - Saeng Rak Badminton Open 2025, 2nd Edition, Ubon Ratchathani Province
 - Srisiket Girls School Sports Day, Sisaket Province
 - Mekong Cross-Border Walk-Run Nakhon PhanomKhammouane 2025, Sakon Nakhon Province
 - Muk Run Club: Hyrox Training, Mukdahan Province
 - 51st Kings Cup Football Tournament, Kanchanaburi Province

- Additional activities were also supported across multiple provinces. Detailed information regarding first-aid unit deployments and ambulance support by each hospital is available via their respective websites and social media channels.
- Furthermore, Pitsanuvej Uttaradit Hospital received the Outstanding Sports Supporter Award 2025 from Uttaradit Province, as well as the Organization of the Year Award in the Medical and Public Health Category from the Thai Society Foundation under the One Million Brave Deeds in Gratitude to the Nation initiative.

6. Volunteer Engagement Initiatives

The Company actively participated in various volunteer initiatives, including the following:

● Light of Heart Project

- Following the severe flooding situation that significantly impacted Hat Yai District, Songkhla Province, the PRINC Group, together with its network partners including the Pongsak Vithayakorn Foundation, Buddhiraksa Foundation, Disaster Response Association of Thailand, Virajsilp Hospital Chumphon, other affiliated hospitals, and local partners mobilized resources to establish an emergency volunteer unit. The unit was deployed to provide urgent assistance to affected communities, covering medical services, evacuation support, and distribution of essential supplies.
- The operational team conducted on-site missions with the following primary objectives:

■ Evacuation and Relocation from High-Risk Areas

Providing evacuation support for bedridden patients, elderly individuals, and residents in heavily flooded zones to ensure immediate access to safe areas.

■ Emergency Medical Services and Primary Treatment

Deploying teams of physicians, nurses, pharmacists, and emergency responders to care for individuals experiencing flood-related health conditions. Essential medicines and basic medical supplies were prepared and distributed. In addition, Princ Hospital Suvarnabhumi supported the mission by providing 30 blood pressure monitors, 30 thermometers, and 30 fingertip pulse oximeters.

■ Distribution of Food and Survival Kits

Delivering essential items, including food, drinking water, and clothing totaling more than 620 kilograms, along with other relief supplies to alleviate hardship among communities with limited access to assistance.

● Pitsanuvej Volunteer Program Seedlings of Goodness, Year 7

At Border Patrol Police School Atorn Uthit, Nakhon Thai District, Phitsanulok Province, the volunteer team provided essential supplies to students, repaired and improved school facilities, participated in tree planting activities, and granted educational scholarships of THB 1,000.

● National Labour Day 2025 Participation

In collaboration with Phitsanulok Province, the Company participated in National Labour Day 2025 activities by improving school landscapes and providing lunch for students.

● Mangrove Reforestation Activity

Participation in the Plant Trees, Restore Forest @ Bangpu project, Samut Prakan Province, aimed at restoring mangrove ecosystems and strengthening environmental sustainability.

● Home Extension for Happiness Project

In collaboration with Nong Waeng Subdistrict Administrative Organization and Nong Waeng Health Promoting Hospital, the Company supported the extension and renovation of one residence for an elderly individual in Mukdahan Province.

- The Company continues to participate in numerous additional volunteer initiatives, reinforcing its long-term commitment to social contribution and sustainable community development.

7. Professional Development Promotion

- The hospital network actively promotes career guidance initiatives for youth who are interested in pursuing professions in the medical and healthcare fields through various structured engagement activities, including the following:
 - Organization of the PPCH Open House 2025 program, welcoming 38 students from Phichit Pittayakhom School to gain insights into healthcare professions and educational pathways at Pitsanuvej Phichit Hospital.
 - Hosting biomedical physics students from Ubon Ratchathani University for study visits focused on medical instruments and equipment, aimed at strengthening academic knowledge and providing practical, hands-on professional experience. A total of 60 students participated in the program.
 - Organization of the Teens Next Gen PRINC Paknampo Open House initiative, welcoming the next generation of youth to engage with and learn directly from professionals across diverse disciplines, including executives, physicians, nurses, pharmacists, and business owners. The program was attended by more than 240 students.
 - Additional professional exposure and career development activities conducted across affiliated hospitals.
 - Princ Hospital Paknampo also implemented the Your Health Supports Education initiative, whereby 3% of revenue generated from health check-up package purchases is allocated to provide scholarships for the Practical Nurse (PN) program at THB 40,000 per scholarship. In 2025, a total of two scholarships were granted, amounting to THB 80,000 in educational support.
8. Furthermore, **medical equipment donations** were extended to community members in need, including patient beds for bedridden patients, portable blood pressure monitors, thermometers, and fingertip pulse oximeters, reinforcing access to essential healthcare resources beyond hospital settings.

Community Learning

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

- Target Groups Schools and Community Organizations within Hospital Service Areas
- The hospital network organized training programs on first aid and basic cardiopulmonary resuscitation (CPR) for schools and various community organizations located within the operational areas of affiliated hospitals.
- Positive Impact A total of 12,660 children, youth, and community members participated in training and hands-on practice sessions in first aid and basic life support. Participants developed awareness, composure, and the capability to provide immediate assistance to accident victims or individuals in close proximity during unexpected emergencies. This contributes significantly to increasing survival rates and reducing the severity of critical incidents.

2. Prenatal Care and New Mother Education Programs

- Target Groups First-Time Mothers and Caregivers
- The hospital network conducted educational programs designed to support first-time mothers and their caregivers through structured activities such as Mother Class or Healthy Mom programs.
- Positive Impact A total of 2,028 first-time mothers participated in the program. The initiative equips expectant mothers with essential knowledge and practical guidance on prenatal self-care to promote maternal and infant health, reduce pregnancy-related risks and complications, minimize potential loss, and support safe childbirth outcomes for all parties involved.

3. Academic Training and Study Visit Hub for External Organizations

- The hospital network also serves as a learning and academic exchange center for external individuals and organizations through conferences, training sessions, and study visit programs, including the following:
 - Organization of the training program Sterilization of Medical Equipment: Preparing for Future Challenges and the academic training course Medical Mediation Program by Princ Hospital Ubon Ratchathani.
 - Academic conference collaboration with Savannakhet Provincial Hospital, Lao PDR, covering topics such as Trauma and Surgery, Head Injury, and Stroke Guidelines, organized by Princ Hospital Mukdahan.

- Academic conference titled Enhancing Potential in Coronary Artery Disease Care from CAG PCI, in collaboration with Phyathai 2 Hospital, organized by Princ Hospital Paknampo.
- Study visit program for the medical team from Xayaburi Hospital, hosted by Pitsanuvej Uttaradit Hospital.
- Study visit activities for various faculties from Naresuan University, hosted by Pitsanuvej Hospital.
- The network continues to facilitate numerous additional academic and professional knowledge-sharing initiatives, reinforcing its role as a regional healthcare knowledge hub.

Social Impact Creation

1. One PRINC One Product (OPOP) Project Year 3

- Target Group Farmers, Community-Based Product Processors, Community Enterprises, and Local Artisans
- Positive Impact Generated income distribution to communities totaling more than THB 199,000, while expanding promotional channels for community products through curated storytelling embedded within the product sets.
- With hospital operations located across multiple secondary provinces, the Company has had direct engagement with local communities and identified a wide range of high-quality local products with strong potential for value enhancement. However, many communities face limitations in communication channels, while consumers may lack confidence in product quality due to limited exposure and experience.
- To address this gap, the Company continued the One PRINC One Product (OPOP) initiative for the third consecutive year, selecting high-quality community products to be incorporated into New Year gift sets, patient visitation gifts, and premium amenities for VIP inpatient rooms.
- In 2025, the OPOP Year 3 collection featured the Craft Mystery Box comprising curated signature products from 14 provinces where affiliated hospitals operate. Each set communicates the background, cultural identity, community value, and product characteristics, along with direct contact channels for customers who wish to support and purchase from individual communities.
- The assembly process of the product sets was carried out by an elderly workforce group in Samut Prakan Province, thereby promoting inclusive employment and income opportunities for senior citizens.
- This initiative forms part of the broader PRINC Psarn program, reflecting the Companys commitment to growing alongside communities. The concept of Psarn symbolizes weaving and integrationinterlacing the organizations expertise and purpose with local wisdom to collectively strengthen and develop communities.

One Princ One Product (OPOP)	2023	2024	2025
Product Series	<ul style="list-style-type: none"> ● Kluay Kluay Set ● "Groon" Set 	Chuen Cha Set	Craft Mystery Box set
Number of Supported Communities	11	12	14
Income Distributed to Communities (THB)	190,630	59,005	199,326

2. PRINC x Pankan Project

- Target Group Underprivileged Children under the Yuvabadhana Foundation
- Positive Impact In 2025, the initiative raised THB 54,400, which was converted into 7 educational scholarships. Over the past three years, the project has mobilized a total of THB 306,020, equivalent to more than 43 scholarships supporting children in need.
- The Company initiated donation drop-off points for clothing and household items at Princ Hospital Suvarnabhumi in 2022. In 2023, donation points were expanded to the Bangkok Business Center building in the Ekkamai area of Bangkok, which serves as the Companys headquarters.
- Both service users and employees across the network contributed items in good condition that were no longer in use. Donated items included blankets, pillows, dolls, books, educational materials, furniture, electrical appliances, toys, accessories, and other household goods.

- All donated items were forwarded to Pankan, a social enterprise operating under the Yuvabadhana Foundation. The items are repurposed and sold through Pankan stores as shared-value products, with proceeds allocated toward public benefit initiatives, primarily educational scholarships for thousands of underprivileged children nationwide.
- For those who wish to further support the Pankan initiative, additional information is available at www.pankansociety.com

3. Community Market Initiative

- **Target Group** Local Community Vendors and Small Entrepreneurs
- **Positive Impact** Generates no less than THB 500,000 in annual income for community members.
- **Affiliated hospitals** provide designated spaces to enable local vendors and small-scale entrepreneurs to set up stalls and distribute their products, thereby creating additional income-generating opportunities and stimulating grassroots economic circulation within surrounding communities.
Participating hospitals include Princ Hospital Suvarnabhumi, Pitsanuvej Hospital, Princ Hospital Uthai Thani, and Princ Hospital Paknampo.

4. Monsoon Project

- **Target Group** Clean Energy Workforce in the Lao PDR and Ethnic Communities in Wind Turbine Installation Areas
- In 2023, Princ Hospital Ubon Ratchathani partnered with Monsoon Wind Power Co., Ltd. to enhance healthcare access and improve the quality of life for communities in the Lao PDR under the Monsoon Wind Farm project in Dak Cheung District, Sekong Province.
- The project has a total installed capacity of 600 megawatts and transmits 500 kilovolts of high-voltage electricity across an area of approximately 400,000 rai. It is the first wind power plant in the Lao PDR, the first cross-border wind power project in Asia, and the largest in Southeast Asia. The project encompasses approximately 600 households and more than 2,000 workers.
- As a large-scale renewable energy initiative, the project promotes access to affordable clean energy while fostering multidimensional community development aligned with sustainable development principles.
- **Key Activities in 2025**

Princ Hospital Ubon Ratchathani Hospital implemented the following initiatives under the project:

- **Mobile Medical Unit Services** during the annual boat racing festival in Dak Cheung District, Lao PDR, providing health check-ups and primary healthcare guidance to local residents, along with souvenirs and snacks for participating children and youth.
- **Basic Health Screening Services** for residents of CDP Village at Dakdom Village, Dak Cheung District, Sekong Province, Lao PDR, aimed at enhancing quality of life and raising health awareness in remote areas. More than 200 residents received services, including blood pressure measurement, blood glucose testing, general health examinations, and personalized health consultations delivered by physicians and nurses from Princ Hospital Ubon Ratchathani.
- Beyond community outreach medical services, the project generates additional positive impact through the following initiatives:
 - **Expansion of Healthcare and Public Health Services** within the project area, integrated with information technology systems and Telemedicine, to support individuals, communities, and society in remote areas of the Lao PDR.
The project includes on-site medical personnel stationed at the project location, a dedicated ambulance, and experienced emergency medical staff capable of responding rapidly to incidents, assessing conditions, and delivering timely life-saving interventions for both workers and surrounding communities.
 - **Capacity Building and Skills Development Programs** for community members and over 2,000 project employees.

Activities include specialized training sessions on maintenance and repair of engines and electrical appliances, with continued plans to provide first aid and basic life support training for Lao employees under the MONSOON project.

Training is delivered by experienced engineering and emergency medical professionals from Princ Hospital Ubon Ratchathani, enabling participants to apply practical skills in their professions and daily lives.

- **Donation and Distribution of Essential Supplies**, including consumer goods, food, clothing, and basic medicines, to underserved communities within the project area experiencing resource constraints.

5. BOI CSR

- The Company has participated in the investment promotion scheme for community and social development initiated by the Office of the Board of Investment (BOI). This incentive framework is designed to advance sustainable development through investments in projects that generate tangible benefits for communities, with a strategic focus on education, public health, environmental stewardship, and community-based economic development, including agriculture, water systems, OTOP community products, and community tourism.
- Under this program, participating hospitals are eligible for enhanced tax privileges, including up to 200% tax deductions on qualifying expenses. Concurrently, the initiative enables the Company to scale support toward projects that deliver measurable social and environmental impact, in alignment with its long-term sustainability strategy and shared value creation objectives.

- On 7 May 2025, the following hospitals were awarded certificates of recognition for their contributions:

1. Pitsanuvej Phitsanulok Hospital

Contributed THB 5,374,830 to the Faculty of Nursing, Naresuan University to procure nursing simulation mannequins. These advanced training tools enhance practical learning capabilities, strengthen instructional effectiveness, and support the development of highly skilled healthcare professionals entering the public health system.

2. Virajsilp Hospital Chumphon

Contributed THB 5,450,000 to Tha Sae Hospital to support the expansion of medical services for residents in Pathio District, Mueang Map Ammarit District (Chumphon Province), and Bang Saphan Noi District (Prachuap Khiri Khan Province), covering a total population of 59,744.

The funding enabled the addition of five ICU beds and the procurement of critical medical equipment, including ventilators, patient monitoring systems, AUTO CPR devices, and EKG machines.

3. Princ Hospital Paknampo 1 and 2

Contributed THB 5,500,000 to Lat Yao Hospital for emergency room renovation and medical equipment procurement, enhancing service capacity and emergency response effectiveness.

4. Total Contribution from Three Hospitals: THB 16,324,830

- Participation in this initiative underscores the Company's commitment to elevating community quality of life through strategic investments in healthcare and education. The program not only generates sustainable social outcomes but also delivers economic value through optimized fiscal benefits, reinforcing an integrated approach to long-term corporate resilience and responsible growth.

6. Cultural, Traditional, and Religious Promotion Initiatives

The Company actively participates in preserving and promoting local traditions and cultural heritage in the provinces where its affiliated hospitals operate. These engagements reinforce community integration, strengthen social cohesion, and reflect respect for local identity.

- The hospitals have participated in major local traditions, including:
 - The Rub Bua Festival at Wat Bang Phli Yai Nai (Samut Prakan) the only lotus receiving festival of its kind in the world.
 - Ting Kradat Festival (Phitsanulok).

- Poon Tao Kong Luang Kong Procession (Phichit).
- Chinese New Year Festival and the Chao PhoChao Mae Pak Nam Pho Procession (Nakhon Sawan).
- Tak Bat Thewo Festival (Uthai Thani).
- Khon Ching Thong Flag Ceremony (Chumphon).
- Loy Krathong Festival.
- Songkran Festival.

- Recognizing that religion plays a foundational role in nurturing ethical values and social harmony, the Company consistently supports religious activities aligned with its organizational philosophy.

Key initiatives include:

- Candle Offering Ceremony during Buddhist Lent.
- Kathin Unity Ceremony (Kathin Samakki).
- Mobile health check-up services for monks.
- Christmas Star Procession in Sakon Nakhon.

7. Awards and Recognition for Community Impact

- **Princ Hospital Paknam** received the CSR Award 2025 as an outstanding provincial-level organization for corporate social responsibility performance for 2025 from the Ministry of Social Development and Human Security.
- **Princ Hospital Uthai Thani** received a 5-Star Star of Sustainability award under the Sustainable Tourism Acceleration Rating (STAR) program by the Tourism Authority of Thailand.

Over the past five years, the Company has not encountered any severe disputes with surrounding communities.

Indicator	Unit	2022	2023	2024	2025
Community Impact Monitoring and Assessment	Yes/No	The Company has established a structured framework to monitor and assess community impacts arising from its business operations. This includes regular community visits, systematic collection of stakeholder feedback, and continuous oversight of operational standards that may affect surrounding communities. Such monitoring mechanisms are embedded within the Company's governance processes to ensure proactive risk identification, impact mitigation, and alignment with responsible business conduct principles.			
Number of Disputes or Complaints Related to Community Rights Violations, Including Remedial Measures	Case	0	0	0	0

Accessibility to Medical and Public Health Services

Hospital Business Operations

Aligned with the Company's strategic objective to broaden access to healthcare services across secondary cities and underserved areas, in 2025 the Company expanded its network through the acquisition of Thanakan Hospital, a private hospital in Kanchanaburi Province with expertise in general surgery and orthopedics. This acquisition enhances regional service capabilities and broadens the patient base coverage.

In addition, the Company acquired a 40.0% equity stake in Serviso Healthcare Solution, a provider of sterile medical supply services, infectious medical waste management, and biomedical engineering solutions. This strategic investment strengthens medical equipment management efficiency and extends value creation across healthcare-related service lines within the Group.

Beyond network expansion through strategic investments, existing hospitals within the Group have continued to enhance capabilities in specialized and complex disease treatment. In 2025, key developments included:

- The launch of a Cardiac Catheterization Laboratory (Cath Lab) at Princ Hospital Paknampto to support advanced cardiac care and emergency interventions for complex cardiovascular conditions.
- The introduction of the Threelux Ward and private ICU facilities at Pitsanuvej Phitsanulok Hospital, designed in accordance with international standards to elevate quality of care and patient safety.

Simultaneously, Princ Hospital Suvarnabhumi advanced its specialty center development with the launch of the LITTLE PRINCE Pediatric Health Center, delivering comprehensive pediatric care ranging from preventive health promotion to specialized treatment. This expansion reinforces integrated family healthcare services.

The hospitals orthopedic specialty clinic also received the Specialty Clinic of the Year award at the Healthcare Asia Awards, underscoring regional excellence in specialized treatment services.

Furthermore, both Princ Hospital Suvarnabhumi and Pitsanuvej Phitsanulok Hospital obtained Standard Stroke Center Certification (SSCC) from the Neurological Institute of Thailand, affirming compliance with nationally recognized stroke care standards.

Additionally, Virajsilp Hospital introduced Hyperbaric Oxygen Therapy (HBOT) services, enhancing provincial-level rehabilitation capabilities through advanced medical technology.

Through network expansion, strategic healthcare investments, and continuous enhancement of clinical capabilities via innovation and advanced medical technologies, the Company demonstrates its commitment to sustainable growth while elevating the quality, accessibility, and standardization of healthcare services across all regions of Thailand.

Klai Baan Klai Jai Primary Care Clinics

The Klai Baan Klai Jai clinics operate as primary healthcare units playing a critical role in expanding access to medical services in urban areas, particularly for beneficiaries under Thailand's Universal Coverage Scheme (Gold Card). The clinics deliver community-centered services, maintain close alignment with local contexts, and ensure continuity of care through structured referral linkages with hospital networks.

Currently, the Company operates 15 clinics across Bangkok, covering more than 100 communities and serving over 200,000 residents. The clinics function as the first point of care and serve as a key mechanism in alleviating hospital congestion while enhancing the quality of life for urban populations.

Beyond general medical treatment, the clinics provide comprehensive services encompassing health promotion, disease prevention, risk screening, and monitoring of vulnerable populations. Service design is grounded in an in-depth understanding of each community's social and environmental context.

Home Healthcare Integration

The clinics serve as core operational units within the Home Healthcare system, which provides proactive and continuous care for patients requiring special attention, including the elderly, individuals with chronic illnesses, and homebound or bedridden patients. The model emphasizes holistic careranging from health assessments and individualized care planning to ongoing monitoring and coordinated referrals to ensure alignment with patients' real-life living conditions.

Home Visit services form an integral component of the Home Healthcare framework. Multidisciplinary teams conduct home-based examinations, clinical assessments, treatment follow-ups, and health counseling for patients unable to access clinic or hospital services independently. This approach reduces access barriers, strengthens continuity of care, and empowers families and caregivers in managing patient health outcomes.

Health Survey and Community Data Utilization

The clinics also implement Health Survey initiatives to assess and understand community health dynamics, particularly in newly established or demographically evolving areas. Surveys capture risk factors, population health status, and key local health concerns. Insights derived from these assessments inform service design, health promotion strategies, and medical resource allocation, ensuring alignment with genuine community needs.

Collectively, the Klai Baan Klai Jai clinics reflect the Companys commitment to strengthening an integrated healthcare delivery systemspanning primary, secondary, and home-based carethereby reinforcing the continuum of care, reducing healthcare access disparities, and supporting long-term public health system resilience.

PNKG Recovery Center Services

The PNKG Recovery Center has provided rehabilitation services for chronic disease patients and the elderly since 2020. In 2025, the Center recorded 210 service cases, reflecting continuous growth from 53 cases in 2023 and 135 cases in 2024. The majority of patients were stroke survivors, demonstrating measurable improvements in rehabilitation outcomes and quality of life compared to pre-admission conditions.

In 2025, the Center prioritized internal system enhancement over large-scale expansion, coinciding with the official launch of the Recovery Ward. Emphasis was placed on environmental upgrades, safety standards, and care quality alignment with the Centers long-term vision. Overall operational performance remained positive.

From a human capital perspective, the Center continues to engage Japanese rehabilitation specialists to transfer knowledge and best practices to the physical therapy team. This collaboration has strengthened technical competencies and ensured consistent service quality standards.

Brand positioning and recognition of PNKG have also strengthened, driven by positive patient testimonials, referrals within medical professional networks, and strategic communication via social media platforms. The Center is increasingly recognized as a trusted rehabilitation knowledge hub contributing to broader public awareness.

Looking ahead to 2026, PNKG will continue to intensify clinical quality development and organizational communications to reinforce stakeholder confidence and secure sustainable growth trajectory.

Addressing the Rising Cancer Burden

Establishment of the First Radiation Oncology Center in Sisaket Province, Princ Hospital Sisaket

Cancer remains the leading cause of mortality within Thailands Health Region 10, covering five lower northeastern provinces: Ubon Ratchathani, Sisaket, Yasothon, Amnat Charoen, and Mukdahan. According to data from the Strategy and Planning Division, Ministry of Public Health (March 2023), the mortality rate exceeds 107.55 cases per 100,000 population, ranking as the number one cause of death in the region.

Epidemiological assessments conducted in collaboration with national cancer authorities and local health data indicate that approximately 59 patients per 100,000 population require radiation therapy. In Sisaket Province alone, nearly 700 cancer patients per year previously needed to travel to Ubon Ratchathani for radiotherapy.

A significant proportion of diagnosed patients faced financial and logistical constraints that limited cross-provincial access to treatment, resulting in delayed care and reduced survival opportunities during clinically treatable stages.

Over the past year, the Center has actively coordinated patient referrals for radiotherapy services:

- Total coordinated referral cases: 172
- Total radiotherapy cases treated: 110
- Total treatment value: THB 3,600,000+

The majority of patients were diagnosed with breast cancer, underscoring the increasing demand for specialized oncology services within the province.

Service recipients include patients under Social Security coverage, Civil Servant Medical Benefit Scheme (CGD), private insurance plans, and self-pay patients.

Referral pathways encompass affiliated hospitals, including:

- Princ Hospital Ubon Ratchathani
- Princ Hospital Sakon Nakhon
- Princ Hospital Mukdahan

In addition, the Center receives referrals from provincial and regional network hospitals such as Kantharalak Hospital, Uthumphon Phisai Hospital, Yasothon Hospital, and Amnat Charoen Hospital.

This ecosystem reinforces the Hospitals role as a regional oncology hub, enhancing equitable access to advanced cancer treatment services.

In 2026, the Company plans to further expand its patient referral network by strengthening collaboration with hospitals in provincial areas and establishing cross-border linkages with healthcare facilities in Laos. This initiative aims to enhance access to specialized cancer treatment at the subregional level while reinforcing the long-term sustainability and capacity of healthcare service delivery.

In parallel, the Company intends to broaden its service coverage under the National Health Security Office scheme, enabling greater inclusion of patients under the national healthcare system and allowing the hospitals to extend specialized care to a larger patient population.

Furthermore, the Hospital is developing accommodation facilities for patients traveling long distances. This initiative is designed to alleviate financial burdens for underserved patients and enhance access to high-quality cancer treatment, reinforcing inclusive healthcare delivery and regional health equity.

Telespecialist Services (Application of Telemedicine in Specialized Care)

The shortage of specialized medical professionals remains one of the primary challenges within the healthcare sector. To address this structural constraint, the Company leverages its hospital network integration and digital health technologies to ensure continuity of care and timely medical intervention, particularly in secondary provinces where specialist coverage may not be available 24/7.

By consolidating clinical expertise across the network, the Company enhances service accessibility, reduces response time, and strengthens diagnostic accuracy while optimizing resource utilization.

Teleradiology

The Group initiated a centralized radiologist service model in November 2023, enabling the transmission and interpretation of diagnostic imaging through a shared digital platform across affiliated hospitals.

- Pilot phase (2023): 3 hospitals
 - Expansion (2024): Expanded to 7 hospitals
- Operational Performance
- 2025: 8,944 patient cases interpreted via Teleradiology
 - 2024: 8,062 patient cases

The initiative has contributed to faster diagnostic turnaround times and improved clinical decision-making efficiency. From a financial efficiency standpoint:

- Cost savings in 2025: THB 3,750,000
- Cost savings in 2024: THB 2,133,000

Savings were achieved through reduced reliance on on-site radiologist standby arrangements while maintaining service quality.

Beyond financial optimization, the model also enhances physician workload management by alleviating excessive on-call burdens and improving work-life balance.

The Company plans to further scale the Teleradiology model across additional hospitals within the network, reinforcing digital transformation in specialized healthcare delivery and advancing long-term operational resilience.

Elderly Care Services

Thailand is transitioning into a super-aged society, consistent with global demographic trends. Beyond age-related physiological decline, elderly individuals face diverse contextual challenges, including chronic illnesses, physical limitations, environmental constraints, and caregiver shortages. In response, the Company has strategically expanded its service portfolio to address these multidimensional needs.

1. Baan Lalisa

On 23 November 2023, the Company resolved for Principal Next Co., Ltd. (PNEXT) to invest a 45% stake in Global Health Service Co., Ltd. (formerly Baan Lalisa Service Group Co., Ltd.), operating under the Baan Lalisa brand, which specializes in elderly healthcare services.

Throughout 2025, the business demonstrated continuous expansion across three core segments:

- **Nursing Home Operations**

Baan Lalisa expanded its service coverage to both premium and mid-market segments under the brands Baan Lalisa and Baan Sanrak.

- Total self-operated branches: 9
- Strategic locations: Chiang Mai, Lampang, Kamphaeng Phet, and BangkokRangsit
- Total bed capacity: Over 525 beds

- **Nursing Home Franchise Model**

To address nationwide aging demand, the Company scaled operations via a franchise platform.

- Business negotiations in 2025: Over 30 locations nationwide
- Signed and operational branches: 16
- Coverage areas: Northern, Northeastern, Central, and Eastern regions (e.g., Chiang Rai, Khon Kaen, Nakhon Ratchasima, Chonburi, Rayong)
- Additional capacity: Over 386 beds

This asset-light expansion model strengthens national footprint and accelerates market penetration.

- **Baan Lalisa Healthcare Academy**

To ensure sustainable workforce quality, the BangkokRangsit branch was upgraded into a Healthcare Academy.

The Academy produces professionally trained elderly caregivers to support both company-owned and franchise branches, while contributing to broader healthcare workforce development in the labor market.

2. Health at Home

On 6 December 2023, PNEXT invested a 39.5% stake in Health at Home Co., Ltd. (HAH), specializing in elderly care and Telemedicine services.

In 2025, HAH achieved continued growth across three business units:

- **CarePro In-Home Caregiver Services**

The Company introduced a Smart Matching system to align caregiver competencies with specific family requirements.

- Supported by 24-hour nurse and physician advisory teams
- Clients served in 2025: Over 200
- Total service visits: Over 55,680

Services were further expanded to include hospital accompaniment, fever monitoring, and assistance with errandsreducing family burden and enhancing care continuity.

- **Care Center Rehabilitation Facilities**

HAH operates two rehabilitation centers located in Pak KretNonthaburi and PhaholyothinSaphan Mai.

- Total bed capacity: 53 beds
- Average occupancy rate (2025): 75%

The centers provide multidisciplinary care for elderly individuals, bedridden patients, and post-operative recovery cases, supported by 24-hour nursing teams and regular physician rounds.

- **Health At Work Online Clinic & Corporate Healthcare**

Telemedicine services are delivered via LINE application, enabling convenient physician consultations and rapid diagnosis.

- Integrated pharmacy network with medication delivery within 14 hours

- Total telemedicine visits (2025): 33,445
- Average cost per visit: THB 1,0501,200 (significantly lower than leading private hospitals)
- Supports direct insurance claims without upfront payment

Corporate services include on-site infirmary management, mobile health check-ups, and integrated employee health analytics to enhance long-term welfare management.

3. Baan Ajam Pongsak

In 2025, the Company initiated plans to expand into long-term elderly care through the development of Baan Ajam Pongsak, a specialized elderly care and rehabilitation center scheduled to open in 2026.

The center will provide personalized 1:1 care for both independent seniors and dependent patients, including homebound and bedridden individuals. Services will integrate structured medical and nursing standards to ensure comprehensive and individualized care.

Indicator	Unit	2022	2023	2024	2025
Policy and Guidelines to Promote Access to Healthcare Services	Yes/No	The Company has established a formal policy to expand access to healthcare and medical services. Its strategic direction consistently prioritizes expansion into secondary cities and underserved provinces to enhance healthcare equity and regional coverage. In parallel, the Company provides healthcare benefits to employees, enabling access to medical services within its hospital network as part of its workforce welfare framework.			
Programs to Promote Access to Healthcare Services	Yes/No	The Company implements ongoing annual initiatives across all affiliated hospitals to enhance access to healthcare services. Key initiatives include: <ul style="list-style-type: none"> ● Community-based diabetes screening programs ● Health outreach services for vulnerable populations ● Expansion of healthcare entitlements to cover broader population groups These programs reinforce preventive healthcare, early detection, and inclusive service delivery across diverse demographic segments.			
Number of Provinces Served by the Hospital Network	Province	10 Provinces <ul style="list-style-type: none"> ● Phitsanulok ● Phichit ● Uttaradit ● Nakhon Sawan ● Samut Prakan ● Uthai Thani ● Lamphun ● Sisaket ● Chumphon ● Ubon Ratchathani 	11 Provinces <ul style="list-style-type: none"> ● Phitsanulok ● Phichit ● Uttaradit ● Nakhon Sawan ● Samut Prakan ● Uthai Thani ● Lamphun ● Sisaket ● Chumphon ● Ubon Ratchathani ● Sakon Nakhon 	12 Provinces <ul style="list-style-type: none"> ● Phitsanulok ● Phichit ● Uttaradit ● Nakhon Sawan ● Samut Prakan ● Uthai Thani ● Lamphun ● Sisaket ● Chumphon ● Ubon Ratchathani ● Sakon Nakhon ● Mukdahan 	14 Provinces <ul style="list-style-type: none"> ● Phitsanulok ● Phichit ● Uttaradit ● Nakhon Sawan ● Samut Prakan ● Uthai Thani ● Lamphun ● Sisaket ● Chumphon ● Ubon Ratchathani ● Sakon Nakhon ● Mukdahan ● Kanchanaburi ● Kamphaeng Phet

Benefit from implementing social development project

Financial benefits⁽²⁾

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

	2023	2024	2025
Value of purchasing goods and/or services from the community (Baht)	190,630.00	59,005.00	199,326.00

Remark: ⁽²⁾ 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 : Yes
benefits from social development?

	2023	2024	2025
Hiring local partners or suppliers (Provinces)	11.00	12.00	14.00

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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⁽¹⁾

Corporate governance policy and guidelines : Yes

The Board of Directors firmly recognizes that good corporate governance is not merely a legal obligation or a requirement imposed by regulatory authorities, but rather a fundamental foundation for creating long-term value for the Company. The Board therefore upholds the principles of transparency, fairness, accountability, and consideration of all stakeholders in conducting the Company's business. Such commitment aims to enhance confidence among shareholders, investors, business partners, customers, employees, and society at large, ultimately strengthening the Company's competitiveness and supporting stable and sustainable growth.

In this regard, the Board has established concrete corporate governance policies and practices, with emphasis on clearly defining the roles, duties, and responsibilities of the Board and its sub-committees; promoting independence and diversity among directors; overseeing management to ensure that operations are conducted in alignment with the Company's vision and long-term strategic objectives; and ensuring effective risk management and internal control systems. The Company places significant importance on operational transparency and the accurate, complete, timely, and equitable disclosure of information to enable shareholders to make informed investment decisions. Furthermore, the Company promotes an organizational culture grounded in business ethics, anti-corruption practices, and responsible business conduct toward society and the environment. The revised policy (Second Revision), dated 7 October 2025, has been published on the Company's website to inform shareholders and the public.

The Board of Directors has also communicated the aforementioned policy internally through various channels, including the Company's intranet, bulletin boards, and internal campaigns, in order to foster awareness and understanding of compliance with the Company's policies. In addition, channels have been established for both internal and external parties to report any observed violations of the corporate governance policy directly to the Board of Directors.

The Board has outlined governance policies based on corporate governance principles as follows:

Section 1: Shareholder Rights

The Company respects the fundamental rights of shareholders, both as investors and owners, by treating them equitably. The following measures are established to safeguard shareholder rights:

1. The Company ensures that invitations to annual and extraordinary shareholder meetings specify the date, time, and location clearly, along with comprehensive details on the agenda, essential information, the Board's recommendations, previous meeting reports, annual reports, and proxy forms (Form A, B, and C). Clear instructions for granting proxies are provided to facilitate participation and encourage shareholders, including institutional investors, to attend. Meeting documents are sent at least 21 days before the meeting and published on the Company's website (www.principalcapital.co.th) in Thai and English at least 30 days prior, allowing shareholders sufficient information to make informed decisions and prepare proxies if unable to attend in person.

2. The Company promotes and facilitates shareholder and institutional investor attendance by selecting suitable meeting dates and times, providing venues with adequate capacity, accessible via public transportation, and distributing maps of the venue. Sufficient personnel and technology are arranged to assist with document verification and voting procedures.

3. The Company ensures that details of annual general shareholder meetings are announced by advertising in Thai and English newspapers for three consecutive days, at least three days before the meeting date. This information is also published on the Company's website (www.principalcapital.co.th) in both Thai and English to provide advance notice of the meeting.

4. The Company refrains from any actions that may restrict shareholders' rights to attend meetings. All shareholders have the right to participate throughout the meeting, ask questions, provide opinions on the agenda items, and vote on meeting resolutions. The Chair of the meeting is responsible for allocating sufficient time and encouraging dialogue and inquiries during the proceedings.

5. To align with good corporate governance principles, the Company has established agenda guidelines for annual general meetings as follows:

5.1 Approval of the previous meeting's minutes.

5.2 Acknowledgment of the Company's performance during the past year.

5.3 Approval of the financial statements and comprehensive income statements for the fiscal year ended December 31 of the previous year.

5.4 Approval of profit allocation from the past year's operations.

5.5 Election of directors to replace those retiring by rotation.

5.6 Approval of directors' remuneration.

5.7 Appointment of the auditor and determination of the annual audit fee.

5.8 Other matters of interest.

6. Shareholders are given the opportunity to pose questions or request explanations from the Board without requiring formal voting for such items.

7. The Company provides shareholders with the opportunity to propose meeting agenda items and nominate individuals for Board election at least one month each year, no less than three months before the meeting date. Proposals must be submitted in original form by postal mail to the Company Secretary, as detailed on the Company's website.

Shareholders may submit questions related to meeting agendas to the Board at least 10 days prior to the meeting via the Company's website, fax, or email addressed to the Company Secretary.

Additionally, the Company prepares and publishes comprehensive shareholder meeting minutes with the Stock Exchange of Thailand (SET) within 14 days after the meeting, as required. These minutes include detailed records of discussions, voting, and shareholder queries for each agenda item. All Board members, committees, and executives responsible for finance or accounting must attend meetings unless faced with significant obligations. They are expected to address shareholder inquiries and gather feedback. Senior executives are also encouraged to attend shareholder meetings for the same purpose.

Section 2: Equitable Treatment of Shareholders

The Company is committed to treating all shareholders both major and minor shareholders equitably and fairly, ensuring their fundamental rights are protected. Ethical principles regarding confidentiality and the use of insider information are implemented as part of governance practices to uphold these rights, fostering confidence in the Company's investment environment.

Shareholders are allowed to propose agenda items for shareholder meetings and nominate individuals for director elections, following criteria published on the Company's website (<http://www.principalcapital.co.th>). Proposals must be submitted to the Company at least one month per year, no less than three months prior to the meeting, with the original documents sent by mail to the Company Secretary as detailed on the website. The Board will disclose the results of such considerations through the Company's website and the Stock Exchange of Thailand website.

1. The Company will not add meeting agenda items or alter significant information without prior notification to shareholders.

2. Shareholders have the right to appoint proxies to attend and vote on their behalf. They are entitled to receive proper documents and guidelines for proxy designation. Valid proxies submitted to the meeting chair are granted full participation and voting rights, equivalent to those of the shareholders. Shareholders may also appoint the Company's independent directors as proxies and will receive detailed information and professional histories of such directors.

3. The Board facilitates shareholders' rights to appoint directors individually and supports the use of transparent, convenient, and efficient voting methods and systems. Voting results are promptly announced, ensuring shareholders can access the information without delay.

4. The Board and management are required to disclose information regarding conflicts of interest and related parties. This allows the Board to review transactions that may involve conflicts of interest or related-party dealings and make decisions in the Company's best interest. Directors and executives with conflicts of interest in transactions with the Company must not participate in the decision-making process, in compliance with the Company's interCompany transaction approval measures.

Section 3: Role of Stakeholders

The Company is committed to considering and addressing the needs of all stakeholder groups, respecting their rights as stipulated by law or agreements with the Company. Clear guidelines have been established for managing relationships with each stakeholder group as follows:

1. The Company's stakeholders include customers, employees, business partners, shareholders or investors, creditors, competitors, government agencies, and related organizations. The Company ensures that adequate channels are available to communicate and respond to the needs of each group effectively.

2. The Company pledges to continuously improve its products and services while setting prices that are fair and reasonable under prevailing circumstances, avoiding exploitation of customers. In dealings with business partners, the Company operates with neutrality and fairness.

3. The Company prioritizes employee welfare by ensuring fair employment contracts and offering compensation aligned with employees' capabilities to motivate performance, providing training and additional education to enhance employee potential, maintaining a positive working environment with clear safety standards and fostering discipline among employees and offering care and support, including plans to address grievances if employees must leave the Company for any reason.

4. The Company actively promotes awareness and care for stakeholders through consistent and ongoing communication.

Section 4: Disclosure and Transparency

The Company places great importance on disclosing accurate and complete key information to enable stakeholders to make informed decisions. Transparent disclosure serves as an indicator of the Company's integrity, fostering confidence among shareholders, investors, and stakeholders while also serving as a mechanism to monitor Company operations. The following guidelines have been established to ensure effective governance of disclosure and transparency:

1. The Board of Directors, or those assigned by the Board, is responsible for disclosing both financial and non-financial information sufficiently, reliably, and timely. This ensures equal access to information for shareholders and stakeholders as required by law and Company regulations. The Company regularly updates its website with comprehensive, up-to-date information, enabling shareholders to seek additional details and contact the relevant departments conveniently and efficiently.

2. The Company's information system is designed with precision, clarity, and transparency. Important and necessary information is disclosed regularly in concise, easily understandable language, regardless of whether the impact is positive or negative for the Company.

3. The Company maintains a dedicated public relations unit to share operational updates and achievements with shareholders, investors, employees, related parties, and the general public consistently and effectively. This helps eliminate misunderstandings. Additionally, the Company has an investor relations team to coordinate with investors,

institutional parties, creditors, securities analysts, and shareholders, providing operational and investment information through accessible and efficient communication channels.

4. The Board of Directors ensures that financial statements, comprehensive income statements, audit reports, and the Board's annual report are prepared and presented to shareholders at the annual general meeting for approval.

5. The Board of Directors prepares a summarized, easily understood assessment of the Company's status and outlook. This includes a statement of their responsibility for financial reports, presented alongside the auditor's report. Details of director attendance and/or audit committee meetings are included in the annual report.

6. The Board of Directors ensures that changes in securities holdings by directors and executives are reported in accordance with the regulations of the Securities and Exchange Commission (SEC) of Thailand.

Section 5: Responsibilities of the Board of Directors

The Company has structured its organization to align with its business operations, with oversight by executives in each division. There are six sub-committees established to provide initial governance, including Executive Committee, Nomination and Remuneration Committee, Audit Committee, Corporate Governance Committee, Sustainability Development Committee and Risk Management Committee. The Board of Directors is vested with the authority and responsibility to make decisions and oversee the Company's operations in accordance with its regulations and shareholder approvals. The specific roles and responsibilities of each committee are clearly defined to maximize operational efficiency.

Reference link for the full version of corporate governance policy and guidelines : [https://website-storage.princhealth.com/capital/about/20260216111403-princ_cgpolicy_2025\(2ndrevised\)-finalv2.pdf](https://website-storage.princhealth.com/capital/about/20260216111403-princ_cgpolicy_2025(2ndrevised)-finalv2.pdf)

Remark: (1) Approach to Addressing the Allegation and Strengthening Corporate Governance Pursuant to the civil sanctions imposed by the Office of the Securities and Exchange Commission of Thailand (the SEC) in 2024 in connection with stock price manipulation, the director who was subject to such allegations tendered his resignation from the position of director of the Company and all affiliated companies, effective immediately upon the filing of the allegation. The Company has reiterated and communicated its commitment to good corporate governance policies, including the establishment of trading blackout periods, as well as the requirement for directors to report their securities holdings, and has duly communicated such requirements to all directors. In order to further enhance the Company's corporate governance standards and mitigate potential risks in the future, the Board of Directors has approved and implemented the Securities Trading Policy applicable to directors, executives, and employees. Such policy prescribes clear rules and guidelines governing the trading of the Company's securities, including the imposition of blackout periods and the requirement to report securities holdings and any changes thereto, in compliance with applicable laws and regulations, as well as the requirements of relevant regulatory authorities. The aforementioned policy forms part of the Company's Good Corporate Governance Policy. The Company has developed and issued this policy as a separate policy in order to provide clearer and more detailed rules and practical guidelines relating to the trading of the Company's securities, thereby facilitating appropriate compliance and implementation. The Board of Directors approved and announced the implementation of this policy on 19 January 2026 onwards. In addition, the implementation of the aforementioned policy helps enhance the knowledge and understanding of directors, executives, and relevant employees regarding capital market laws and regulations, as well as the guidelines for trading the Company's securities. This is intended to promote securities trading in a manner that is proper, transparent, and consistent with the principles of good corporate governance. The policy also helps reduce the risk of similar incidents occurring in the future and supports the Company's operations in accordance with good corporate governance practices on an ongoing basis. The Company has communicated the policy and its related guidelines to directors, executives, and relevant employees on an ongoing basis within the organization. In addition, the policy has been published on the Company's website to promote transparency and to ensure that shareholders, investors, and other stakeholders have appropriate access to such information.

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 directors 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 is responsible for establishing the evaluation criteria and conducting the annual performance assessment of top executives, namely the Managing Director, the Chief Executive Officer, and the Chief Financial Officer. The results of such assessments are utilized as a basis for determining the remuneration of top executives, employing the Objectives and Key Results (OKR) framework as the evaluation tool.

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 Companys 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

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 has continuously promoted and supported directors in undertaking training and knowledge development programs relating to corporate governance principles, covering both specific topics and matters directly associated with directors roles and responsibilities. This is to enhance the effectiveness of their performance in alignment with the evolving business environment. All members of the Board of Directors have completed the Director Certification Program (DCP) organized by the Thai Institute of Directors Association. This foundational program focuses on strengthening knowledge and understanding of directors roles, duties, responsibilities, and corporate governance principles. In addition, directors have attended other programs relevant to their positions in order to elevate the Companys corporate governance standards in accordance with recognized best practices. In 2025, certain directors participated in additional key programs, including:

- ESG in the Boardroom: A Practical Guide for Board ESG, to enhance understanding of oversight responsibilities relating to environmental, social, and governance matters and the integration of ESG into corporate strategy;
- Advanced Audit Committee Program (AACP), to strengthen knowledge in overseeing financial reporting, internal control systems, risk management, and regulatory compliance;
- Board Nomination & Compensation, to develop expertise in board nomination processes, succession planning, and the determination of directors and executives remuneration aligned with performance and long-term value creation.

The continuous development of directors knowledge reflects the Boards strong commitment to elevating corporate governance standards, enhancing the quality of strategic decision-making, and exercising prudent risk oversight in order to support stable and sustainable growth.

Board performance evaluation

Criteria for Performance Evaluation of the Board of Directors

The performance evaluation of the Board of Directors and the Board Committees is conducted annually. The Nomination and Remuneration Committee (NRC) reviews and determines the criteria and process for evaluating the performance of the Board of Directors, Board Committees, and individual directors on a regular basis to ensure alignment with the principles of good corporate governance.

The topics for the Board performance evaluation (self-assessment) are based on the evaluation form developed by the Thai Institute of Directors (IOD), with key elements covering the following areas:

1. Board Structure and Qualifications: This covers the appropriateness of the number of directors, their knowledge, experience, independence, and tenure of office.

2. Board Meetings: Assessment of the appropriateness of meeting schedules, the number of meetings, meeting agendas, the provision of meeting documents in advance, the atmosphere of the meetings, and the recording of minutes.

3. Roles, Duties, and Responsibilities: Performance of duties in accordance with the charter, transparency in operations, review of the internal control system, and attention to key issues such as risk management, corporate governance, and sustainability.

4. Board Reporting: For Board Committees, the evaluation includes the regular reporting of activities and progress to the Board of Directors, as well as the preparation of disclosure in the Annual Report.

Individual Director Performance Evaluation, the assessment focuses on capabilities and the performance of duties, with key evaluation topics as follows:

1. Personal Qualifications: Knowledge, expertise, and ethics.

2. Readiness to Perform Duties: Understanding of the roles and responsibilities as well as the Company's business.

3. Participation and Performance in Meetings: Preparation through reviewing materials prior to meetings, providing constructive opinions, and maintaining proper meeting discipline.

4. Roles, Duties, and Responsibilities: Monitoring the management's performance without interfering in day-to-day operations, and commitment to continuous self-development.

5. Relationship with the Board and Management: Maintaining good relationships to ensure effective collaboration and performance.

Evaluation Process

1. The Company Secretary distributes the self-assessment forms to each director for completion, covering both the Board as a whole and individual director evaluations through the designated evaluation system, which in the past year was conducted in electronic format.

2. The Company Secretary compiles and summarizes the evaluation results for each category and presents them to the Nomination and Remuneration Committee.

3. The Nomination and Remuneration Committee analyzes the evaluation results and summarizes key findings, proposing recommendations for improving the Board's effectiveness to the Board of Directors, with the objective of maximizing benefits for stakeholders and promoting a culture of good corporate governance.

The Board has taken into consideration the recommendations arising from the evaluation, such as enhancing new skill sets and knowledge, as well as increasing opportunities for site visits to affiliated operations. Areas identified as having further development potential have also been used to establish improvement guidelines in order to further strengthen the effectiveness of the Company's corporate governance practices.

Policy and guidelines related to shareholders and stakeholders

Policy and guidelines related to shareholders and stakeholders : Yes

Guidelines and measures related to shareholders : Shareholder, Employee, Customer, Business competitor,

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 Companys 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 Companys 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 Companys confidential information to others inappropriately.
7. Avoid any actions that may lead to conflicts of interest with the Company.

Employee

Principal Capital Public Company Limited recognizes the inherent value and equal dignity of all individuals, including employees and all stakeholders. The Company is committed to respecting internationally recognized human rights principles and acknowledges the business sectors responsibility to uphold and promote the rights of children in every context - whether as patients, consumers, family members of employees, or members of the communities in which the Company operates.

Accordingly, the Company is committed to fostering respect for human rights, labour rights, and childrens rights in a comprehensive and proactive manner. It emphasizes the importance of raising awareness and promoting compliance throughout its value chain with all applicable laws, regulations, and principles of good corporate governance to prevent any violation of human rights, labour rights, or the rights of children. The Company also puts in place appropriate mechanisms for prevention, grievance reporting, and remedy in the event of actual or potential adverse impacts.

This Policy is aligned with key international instruments and standards, including but not limited to:

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

Based on these frameworks, Principal Capital Public Company Limited has established the following principles and guidelines for implementation:

1. The Company and all personnel shall treat every individual with equal respect and dignity based on fundamental human rights. No discrimination or segregation shall be made based on origin, race, nationality, gender, gender identity, age, religion, educational background, political expression, physical condition, socioeconomic status, family background, or any other status. This principle is particularly emphasized in the protection of vulnerable groups, including but not limited to women, children, persons with disabilities, the elderly, refugees, migrant workers, and other marginalized populations.
2. The Company shall support and respect the protection of human rights, labour rights, and childrens rights by ensuring that its business activities do not cause, contribute to, or be directly or indirectly linked to any violations of such rights across the value chain.
3. The Company shall communicate and promote awareness of human rights, labour rights, and childrens rights among its personnel and relevant stakeholders throughout the value chain using appropriate and effective channels.
4. The Company shall conduct regular assessments of human rights, labour rights, and childrens rights risks and impacts within its own operations and among its business partners. It shall establish appropriate mitigation

measures and ensure mechanisms are in place for protection, grievance handling, and remediation of adverse impacts.

5. The Company shall establish accessible and confidential grievance and whistleblower channels for reporting any suspected or actual violation of human rights, labour rights, or childrens rights. These mechanisms shall be user-friendly, ensure effective case management, and protect the identity and safety of whistleblowers.
6. The Company shall disclose its human rights, labour rights, and childrens rights policies, implementation measures, and (where applicable) grievance cases through its annual reports and other suitable communication channels.
7. The Company shall support the right of employees to exercise their civic duties in accordance with the Constitution and applicable laws.
8. The Company shall ensure fair and non-discriminatory practices in recruitment, remuneration, and the provision of employee benefits. It shall offer equal opportunities for learning, capacity development, and career advancement in alignment with individual responsibilities and qualifications.
9. The Company shall promote gender equality and support the rights of women at all levels of the organization by ensuring equal opportunities in recruitment, promotion, access to development and training, eliminating the gender pay gap, and implementing policies and practices that promote a safe working environment free from sexual harassment and all forms of violence
10. Employees shall have the right to express their views and participate in activities beneficial to the Company, as long as such actions do not infringe on the rights of others and remain within the framework of applicable laws, internal policies, professional ethics, and accepted social norms.
11. The Company shall support the formation of welfare committees and ensure employee participation throughout the process. Employees shall be encouraged to provide input on employment conditions, workplace environment, and welfare initiatives for the Companys consideration.
12. The Company shall provide a workplace that adheres to occupational health and safety standards and promotes the physical and mental well-being of its employees. It shall take action to eliminate excessive working hours.
13. The Company does not support illegal employment of migrant workers, forced labour, human trafficking, or the employment of children under the age of 18except in approved educational guidance contexts with informed consent from schools and/or guardians, and in full compliance with relevant laws and regulations.
14. The Company shall promote respect for local traditions, customs, beliefs, and cultural practices among its personnel.
15. The Company shall deliver products and services that meet quality and safety standards to protect customers health, lives, and property. Appropriate care standards shall be applied to pediatric patients based on age-specific needs. The Company shall provide complete, accurate, and sufficient information without concealment, distortion, or misinformation. It shall not promote harmful values, social division, or inappropriate messaging relating to or targeting children.
16. Company personnel must adhere to agreements made with customers. If obligations cannot be fulfilled, the Company shall communicate promptly with the customerr, in the case of minors, their guardiansto seek resolution. All customers must be treated equally, without discrimination, with full respect for their privacy and strict confidentiality of their personal and medical information.
17. In the event that Company personnel or value chain stakeholders violate human rights, labour rights, or childrens rights, the Company shall take disciplinary or legal action in accordance with internal policies and applicable laws, upholding fundamental rights principles.
18. The Company shall support volunteer activities and programs that promote the well-being of vulnerable groups, including children, and education initiatives, in collaboration with local authorities, schools, and partner organizations.
19. The Company shall promote local employment and procurement, ensure that no form of human rights violations occurs against members of the local community, and invest in local communities in alignment with the Companys strategic business direction.

This Policy applies to all members of the Board of Directors, executives, physicians, and all personnel of the Company, including temporary employees, subcontracted workers, and any individuals acting under contract with or on behalf of the Company. It also extends to all relevant parties across the Company's value chain. The Company shall ensure that this Policy is clearly communicated, its importance is well understood, and compliance is strictly observed by all concerned parties.

Customer

Practices and Measures Regarding Customers

1. The provision of medical services and healthcare services of quality in accordance with professional standards and healthcare facility standards, by adhering to the principles of patient safety, transparency, and compliance with contracts, agreements, or various conditions with service recipients in a fair and equitable manner.

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

The Company has conducted its business with strict adherence to fair competition practices, treating competitors on an equitable and fair basis under a framework of honest and transparent competition, while taking into account the mutual benefits of all parties. In this regard, in 2025, the Company had no disputes or conflicts with its competitors, reflecting its commitment to conducting business with integrity, responsibility, and in continuous adherence to the principles of good corporate governance.

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.

Reference link for the full version of business code of conduct : [https://website-storage.princhealth.com/capital/about/20260216111403-princ_cgpolicy_2025\(2ndrevised\)-finalv2.pdf](https://website-storage.princhealth.com/capital/about/20260216111403-princ_cgpolicy_2025(2ndrevised)-finalv2.pdf)

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.

Reference link for Prevention of Conflicts of Interest : [https://website-storage.princhealth.com/capital/about/20260216111403-princ_cgpolicy_2025\(2ndrevised\)-finalv2.pdf](https://website-storage.princhealth.com/capital/about/20260216111403-princ_cgpolicy_2025(2ndrevised)-finalv2.pdf)

Page number of the reference link : 61

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.

Reference link for Anti-corruption : [https://website-storage.princhealth.com/capital/about/20260216111403-princ_cgpolicy_2025\(2ndrevised\)-finalv2.pdf](https://website-storage.princhealth.com/capital/about/20260216111403-princ_cgpolicy_2025(2ndrevised)-finalv2.pdf)

Page number of the reference link : 69-87

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: princ_secretarywhistle@princgroup.com

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.

Reference link for Whistleblowing and Protection of Whistleblowers : [https://website-storage.princhealth.com/capital/about/20260216111403-princ_cgpolicy_2025\(2ndrevised\)-finalv2.pdf](https://website-storage.princhealth.com/capital/about/20260216111403-princ_cgpolicy_2025(2ndrevised)-finalv2.pdf)

Page number of the reference link : 89-92

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.

Reference link for Prevention of Misuse of Inside Information : [https://website-storage.princhealth.com/capital/about/20260216111403-princ_cgpolicy_2025\(2ndrevised\)-finalv2.pdf](https://website-storage.princhealth.com/capital/about/20260216111403-princ_cgpolicy_2025(2ndrevised)-finalv2.pdf)

Page number of the reference link : 62

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.

Reference link for Gift giving or receiving, entertainment, or business hospitality : [https://website-storage.princhealth.com/capital/about/20260216111403-princ_cgpolicy_2025\(2ndrevised\)-finalv2.pdf](https://website-storage.princhealth.com/capital/about/20260216111403-princ_cgpolicy_2025(2ndrevised)-finalv2.pdf)

Page number of the reference link : 63-64

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.

Reference link for Compliance with laws, regulations, and rules : [https://website-storage.princhealth.com/capital/about/20260216111403-princ_cgpolicy_2025\(2ndrevised\)-finalv2.pdf](https://website-storage.princhealth.com/capital/about/20260216111403-princ_cgpolicy_2025(2ndrevised)-finalv2.pdf)

Page number of the reference link : 44

Information and assets usage and protection

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 subjects 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.

Reference link for Information and assets usage and protection : [https://website-storage.princhealth.com/capital/about/20260216111403-princ_cgpolicy_2025\(2ndrevised\)-finalv2.pdf](https://website-storage.princhealth.com/capital/about/20260216111403-princ_cgpolicy_2025(2ndrevised)-finalv2.pdf)

Page number of the reference link : 143-149

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

Reference link for Anti-unfair competitiveness : [https://website-storage.princhealth.com/capital/about/20260216111403-princ_cgpolicy_2025\(2ndrevised\)-finalv2.pdf](https://website-storage.princhealth.com/capital/about/20260216111403-princ_cgpolicy_2025(2ndrevised)-finalv2.pdf)

Page number of the reference link : 55

Information and IT system security

The Company is an organization that has adopted information technology to support and enhance operational efficiency. When information systems are unable to provide services or experience errors in service delivery for any reason, this may result in the Company's information technology systems and computer networks being unable to operate continuously and securely, which could negatively impact the Company's reputation or credibility. All users must cooperate in preventing damage or reducing the likelihood of damage to information technology systems and computer networks. Therefore, the Company deems it appropriate to establish an information technology security policy.

To ensure that all employees comply with the Company's and its subsidiaries' information technology security policy guidelines as outlined in the attached document (hereinafter referred to as "the Company") appropriately, efficiently, securely, and able to operate continuously, as well as to prevent problems that may arise from improper use of information technology systems and threats from various hazards, with the following objectives:

1. To establish an information technology security policy to ensure secure use of information technology systems, enabling efficient operations.
2. To define the scope of the information technology security management system.
3. This policy must be disseminated to all levels of employees in the Company and its subsidiaries for acknowledgment and strict compliance.
4. To establish standards, guidelines, and practices for executives, employees, and system administrators to recognize the importance of information technology security in operations and comply strictly.
5. To prevent any person from using any method to unlawfully access, modify, or destroy another person's data in the information system.
6. This policy must be reviewed and evaluated at least once per year.

In addition, The Company is committed to continuous development and improvement of work systems by adopting information technology and artificial intelligence (AI) systems to enhance operational efficiency, reduce errors, and support various processes within the Company in terms of data analysis and business decision-making. At the same

time, the Company recognizes the importance of using such technology appropriately, responsibly, and being able to use such technology safely in creative work, as well as preventing risks that may arise from inappropriate use. Therefore, the Company has established an information technology security policy as follows:

1. To ensure that all employees work and use information technology and artificial intelligence (AI) systems correctly, appropriately, and efficiently, including being able to operate continuously, all employees must strictly comply with this policy.
2. To define the scope, standards, guidelines, and practices for managing information technology security, including artificial intelligence (AI) systems, with responsibility by considering ethical principles and data security, including protection of personal data of customers, employees, and the Company's data as a priority, which must comply with applicable laws, rules, regulations, announcements, by-laws, or others, as well as prevent risks arising from misuse that cause impacts on individuals, offices, society, and the nation.
3. To establish review and revision of such policies at least once per year, or when there are changes in various risk factors that significantly affect the Company's business.

Reference link for Information and IT system security : [https://website-storage.princehealth.com/capital/about/20260216111403-princ_cgpolicy_2025\(2ndrevised\)-finalv2.pdf](https://website-storage.princehealth.com/capital/about/20260216111403-princ_cgpolicy_2025(2ndrevised)-finalv2.pdf)

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 organizations 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 companys 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 companys 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).

Reference link for Environmental management : [https://website-storage.princhealth.com/capital/about/20260216111403-princ_cgpolicy_2025\(2ndrevised\)-finalv2.pdf](https://website-storage.princhealth.com/capital/about/20260216111403-princ_cgpolicy_2025(2ndrevised)-finalv2.pdf)

Page number of the reference link : 154-155

Human rights

Human Rights, Labour Rights, and Childrens Rights Policy

Principal Capital Public Company Limited recognizes the inherent value and equal dignity of all individuals, including employees and all stakeholders. The Company is committed to respecting internationally recognized human rights principles and acknowledges the business sectors responsibility to uphold and promote the rights of children in every context whether as patients, consumers, family members of employees, or members of the communities in which the Company operates.

Accordingly, the Company is committed to fostering respect for human rights, labour rights, and childrens rights in a comprehensive and proactive manner. It emphasizes the importance of raising awareness and promoting compliance throughout its value chain with all applicable laws, regulations, and principles of good corporate governance to prevent any violation of human rights, labour rights, or the rights of children. The Company also puts in place appropriate mechanisms for prevention, grievance reporting, and remedy in the event of actual or potential adverse impacts.

This Policy is aligned with key international instruments and standards, including but not limited to:

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

Based on these frameworks, Principal Capital Public Company Limited has established the following principles and guidelines for implementation:

1. The Company and all personnel shall treat every individual with equal respect and dignity based on fundamental human rights. No discrimination or segregation shall be made based on origin, race, nationality, gender, gender identity, age, religion, educational background, political expression, physical condition, socioeconomic status, family background, or any other status. This principle is particularly emphasized in the protection of vulnerable groups, including but not limited to women, children, persons with disabilities, the elderly, refugees, migrant workers, and other marginalized populations.

2. The Company shall support and respect the protection of human rights, labour rights, and childrens rights by ensuring that its business activities do not cause, contribute to, or be directly or indirectly linked to any violations of such rights across the value chain.
3. The Company shall communicate and promote awareness of human rights, labour rights, and childrens rights among its personnel and relevant stakeholders throughout the value chain using appropriate and effective channels.
4. The Company shall conduct regular assessments of human rights, labour rights, and childrens rights risks and impacts within its own operations and among its business partners. It shall establish appropriate mitigation measures and ensure mechanisms are in place for protection, grievance handling, and remediation of adverse impacts.
5. The Company shall establish accessible and confidential grievance and whistleblower channels for reporting any suspected or actual violation of human rights, labour rights, or childrens rights. These mechanisms shall be user-friendly, ensure effective case management, and protect the identity and safety of whistleblowers.
6. The Company shall disclose its human rights, labour rights, and childrens rights policies, implementation measures, and (where applicable) grievance cases through its annual reports and other suitable communication channels.
7. The Company shall support the right of employees to exercise their civic duties in accordance with the Constitution and applicable laws.
8. The Company shall ensure fair and non-discriminatory practices in recruitment, remuneration, and the provision of employee benefits. It shall offer equal opportunities for learning, capacity development, and career advancement in alignment with individual responsibilities and qualifications.
9. The Company shall promote gender equality and support the rights of women at all levels of the organization by ensuring equal opportunities in recruitment, promotion, access to development and training, eliminating the gender pay gap, and implementing policies and practices that promote a safe working environment free from sexual harassment and all forms of violence
10. Employees shall have the right to express their views and participate in activities beneficial to the Company, as long as such actions do not infringe on the rights of others and remain within the framework of applicable laws, internal policies, professional ethics, and accepted social norms.
11. The Company shall support the formation of welfare committees and ensure employee participation throughout the process. Employees shall be encouraged to provide input on employment conditions, workplace environment, and welfare initiatives for the Companys consideration.
12. The Company shall provide a workplace that adheres to occupational health and safety standards and promotes the physical and mental well-being of its employees. It shall take action to eliminate excessive working hours.
13. The Company does not support illegal employment of migrant workers, forced labour, human trafficking, or the employment of children under the age of 18except in approved educational guidance contexts with informed consent from schools and/or guardians, and in full compliance with relevant laws and regulations.
14. The Company shall promote respect for local traditions, customs, beliefs, and cultural practices among its personnel.
15. The Company shall deliver products and services that meet quality and safety standards to protect customers health, lives, and property. Appropriate care standards shall be applied to pediatric patients based on age-specific needs. The Company shall provide complete, accurate, and sufficient information without concealment, distortion, or misinformation. It shall not promote harmful values, social division, or inappropriate messaging relating to or targeting children.
16. Company personnel must adhere to agreements made with customers. If obligations cannot be fulfilled, the Company shall communicate promptly with the customer, in the case of minors, their guardians to seek resolution. All customers must be treated equally, without discrimination, with full respect for their privacy and strict confidentiality of their personal and medical information.

17. In the event that Company personnel or value chain stakeholders violate human rights, labour rights, or childrens rights, the Company shall take disciplinary or legal action in accordance with internal policies and applicable laws, upholding fundamental rights principles.

18. The Company shall support volunteer activities and programs that promote the well-being of vulnerable groups, including children, and education initiatives, in collaboration with local authorities, schools, and partner organizations.

19. The Company shall promote local employment and procurement, ensure that no form of human rights violations occurs against members of the local community, and invest in local communities in alignment with the Companys strategic business direction.

This Policy applies to all members of the Board of Directors, executives, physicians, and all personnel of the Company, including temporary employees, subcontracted workers, and any individuals acting under contract with or on behalf of the Company. It also extends to all relevant parties across the Companys value chain. The Company shall ensure that this Policy is clearly communicated, its importance is well understood, and compliance is strictly observed by all concerned parties.

Reference link for Human rights : [https://website-storage.princhealth.com/capital/about/20260216111508-princ_humanrights_labourrights,andchildrensrightspolicy_2025\(1\).pdf](https://website-storage.princhealth.com/capital/about/20260216111508-princ_humanrights_labourrights,andchildrensrightspolicy_2025(1).pdf)

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 : Yes

employees to comply with the business code of
conduct

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 or declared intent to join : Thai Private Sector Collective Action Against Corruption (CAC)
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



Type:
Company
Country:
Thailand
Sector:
Health Care Providers
Sub-sector:
Health Care Facilities
Ownership:
Publicly Listed
Global Compact Status:
Active
Participant Since
11 December 2023
Letter of Commitment
Next Communication on Progress (COP) due on:
31 July 2026



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

In 2025, the Company reviewed and revised two key policies to ensure alignment with the evolving business context, stakeholder expectations, and relevant international best practices. The key details are as follows:

1. Corporate Governance Policy (Second Revision)

The Company updated its Corporate Governance Policy to ensure modern relevance and alignment with the current organizational structure and business environment. Key revisions include:

- Updating content to reflect changes in the Company's business context;
- Enhancing and clarifying the roles, duties, and responsibilities of the Company Secretary to strengthen the support mechanism for the effective functioning of the Board;
- Revising the organizational structure chart to align with the latest management structure;
- Reviewing and improving relevant process flowcharts to ensure clarity, transparency, and auditability;
- Expanding coverage to include Artificial Intelligence (AI) within the Information Technology Security Policy to address emerging risks and opportunities arising from modern technologies; and
- Updating the Human Rights Policy to align with the latest revised version.

2. Human Rights, Labor Rights, and Childrens Rights Policy (First Revision)

The Company enhanced the clarity and comprehensiveness of this policy as follows:

- Explicitly specifying labor rights and childrens rights to clearly demonstrate the Company's commitment to respecting and protecting such rights throughout its value chain;
- Incorporating additional references to relevant international frameworks and standards to elevate the Company's operational practices to internationally recognized levels; and
- Including provisions promoting gender equality, non-discrimination, and the protection of women's rights, thereby fostering a fair working environment that respects human dignity.

These policy revisions reflect the Company's strong commitment to conducting business responsibly, respecting human rights, and managing social risks in a comprehensive manner.

In addition, the Company has formally announced and implemented a Securities Trading Policy applicable to directors, executives, and employees. The objective of this policy is to establish clear guidelines governing the trading of the Company's securities, to prevent the misuse of inside information for personal gain, and to mitigate the risk of conflicts of interest. The policy encompasses the determination of blackout periods during which trading is prohibited, the criteria and procedures for reporting securities holdings and changes in such holdings, as well as relevant ethical requirements.

The Company has communicated the policy through its corporate website to ensure that directors, executives, and employees are able to conveniently and comprehensively access the policy. In addition, a systematic mechanism has been established to monitor and ensure compliance with the policy. The Company Secretary has been assigned to report on compliance matters to the Board of Directors on a periodic basis, in order to ensure that implementation is carried out in accordance with the prescribed guidelines.

Implementation of the CG Code for listed companies

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

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:

- Provided an opportunity for minority shareholders to propose meeting agenda items and nominate individuals for consideration as company directors in advance of the 2026 Annual General Meeting of Shareholders, during the period from October 30, 2025, to December 31, 2025.

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.

The accreditation status of the hospitals within the Group as of 2025 is 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
- Pitsanuvej Uttaradit Hospital
- Virajsilp Hospital Chumphon

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

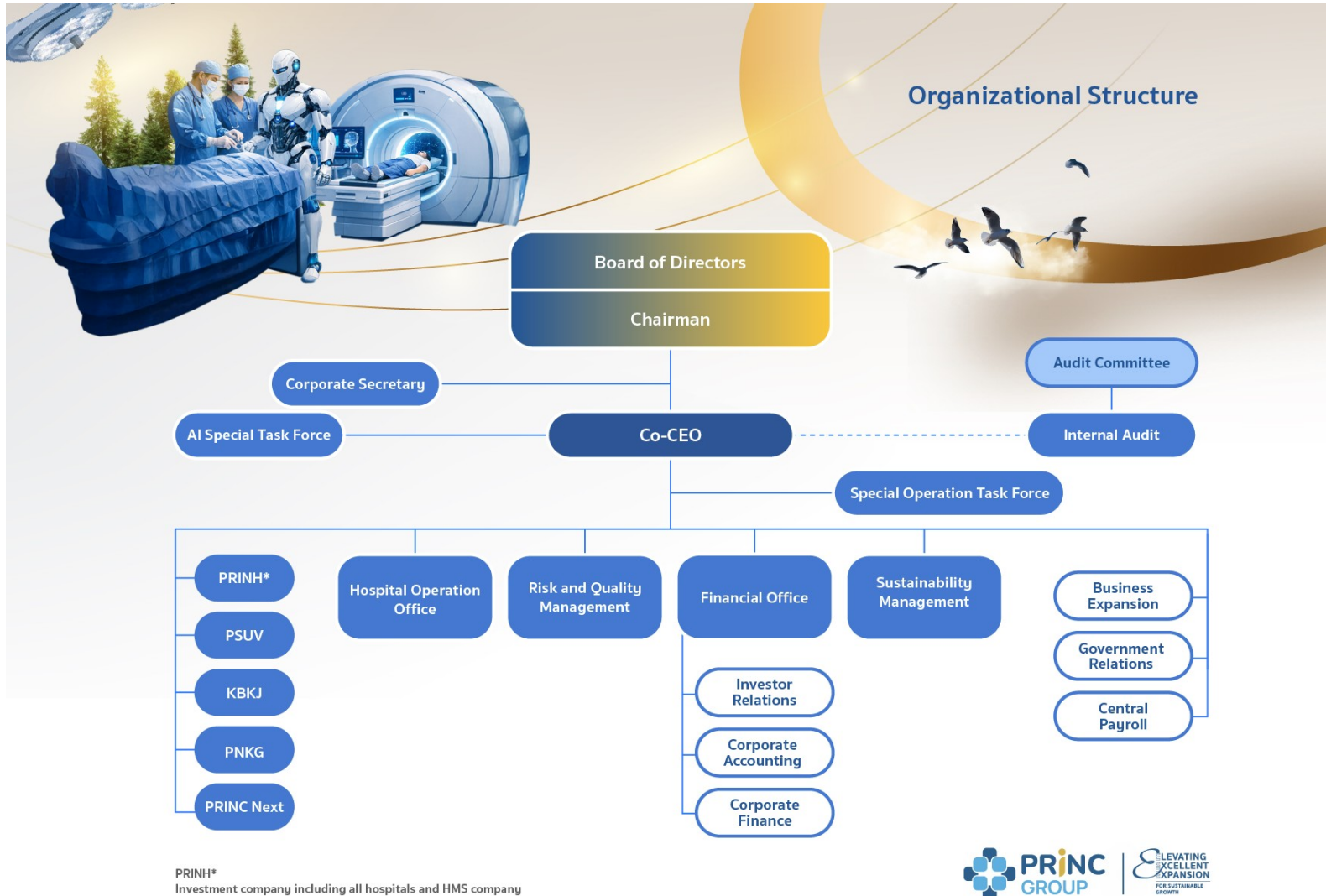
Information on corporate governance structure

Corporate governance structure

Corporate governance structure diagram

Corporate governance structure as of date : 1 Mar 2026

Corporate governance structure diagram



Information on the board of directors

Information on the board of directors⁽²⁾

Remark: ⁽²⁾ The information on the Board of Directors and subcommittees presented in this section is as of 31 December 2025.

Composition of the board of directors

	2023		2024		2025	
	Male (persons)	Female (persons)	Male (persons)	Female (persons)	Male (persons)	Female (persons)
Total directors	11		11		12	
	9	2	9	2	9	3
Executive directors	4		4		4	
	4	0	4	0	4	0
Non-executive directors	7		7		8	
	5	2	5	2	5	3
Independent directors	5		6		6	
	3	2	4	2	4	2
Non-executive directors who have no position in independent directors	2		1		2	
	2	0	1	0	1	1

	2023		2024		2025	
	Male (%)	Female (%)	Male (%)	Female (%)	Male (%)	Female (%)
Total directors	100.00		100.00		100.00	
	81.82	18.18	81.82	18.18	75.00	25.00
Executive directors	36.36		36.36		33.33	
	36.36	0.00	36.36	0.00	33.33	0.00
Non-executive directors	63.64		63.64		66.67	
	45.45	18.18	45.45	18.18	41.67	25.00
Independent directors	45.45		54.55		50.00	
	27.27	18.18	36.36	18.18	33.33	16.67
Non-executive directors who have no position in independent directors	18.18		9.09		16.67	
	18.18	0.00	9.09	0.00	8.33	8.33

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

	2023		2024		2025	
	Male (years)	Female (years)	Male (years)	Female (years)	Male (years)	Female (years)
Average age of board of directors	58		57		53	
	58	57	59	53	56	45

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 : 62 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 : Doesnt Have Legal offenses in the past 5 years ^(*) : Doesnt Have DAP course : No DCP course : Yes</p> <p>Shareholding in the company</p> <ul style="list-style-type: none"> • Direct shareholding : 0 Shares (0.000000 %) 	<p>Chairman of the board of directors (Non-executive directors, Independent director)</p> <p>Authorized directors as per the companys certificate of registration : No</p> <p>Type of director : Existing director</p>	<p>25 Apr 2024</p>	<p>Business Administration, Engineering, Corporate Management, Sustainability, Strategic Management</p>

List of directors	Position	First appointment date of director	Skills and expertise
<p>2. Mr. KAJORNKIET AROONPIRODJANAKUL Gender: Male Age : 64 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 : Doesnt Have Legal offenses in the past 5 years ^(*) : Doesnt Have DAP course : No DCP course : Yes</p> <p>Shareholding in the company</p> <ul style="list-style-type: none"> • Direct shareholding : 0 Shares (0.000000 %) 	<p>Director (Non-executive directors, Independent director)</p> <p>Authorized directors as per the companys certificate of registration : No</p> <p>Type of director : Existing director</p>	26 Apr 2024	Accounting, Business Administration, Audit, Marketing

List of directors	Position	First appointment date of director	Skills and expertise
<p>3. Mr. WATSON CHANSAJCHA Gender: Male Age : 62 years Highest level of education : Master's degree Study field of the highest level of education : Engineering Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesnt Have Legal offenses in the past 5 years^(*) : Doesnt Have DAP course : Yes DCP course : Yes</p> <p>Shareholding in the company</p> <ul style="list-style-type: none"> • Direct shareholding : 0 Shares (0.000000 %) 	<p>Director (Non-executive directors, Independent director)</p> <p>Authorized directors as per the companys certificate of registration : No</p> <p>Type of director : Existing director</p>	29 Apr 2024	Engineering, Finance, Business Administration, Sustainability, Marketing

List of directors	Position	First appointment date of director	Skills and expertise
<p>4. Mr. ANUPHAN KITNITCHIVA Gender: Male Age : 62 years Highest level of education : Doctoral degree Study field of the highest level of education : Development Administration Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesnt Have Legal offenses in the past 5 years ^(*) : Doesnt Have DAP course : No DCP course : Yes</p> <p>Shareholding in the company</p> <ul style="list-style-type: none"> • Direct shareholding : 0 Shares (0.000000 %) 	<p>Director (Non-executive directors, Independent director)</p> <p>Authorized directors as per the companys certificate of registration : No</p> <p>Type of director : Existing director</p>	25 Apr 2022	Law, Business Administration

List of directors	Position	First appointment date of director	Skills and expertise
<p>5. Ms. SEERADA TIEMPRASERT Gender: Female Age : 49 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 : Doesnt Have Legal offenses in the past 5 years ^(*) : Doesnt Have DAP course : No DCP course : Yes</p> <p>Shareholding in the company</p> <ul style="list-style-type: none"> • Direct shareholding : 0 Shares (0.000000 %) 	<p>Director (Non-executive directors, Independent director)</p> <p>Authorized directors as per the companys certificate of registration : No</p> <p>Type of director : Existing director</p>	6 Oct 2023	Finance, Business Administration, Marketing, Strategic Management

List of directors	Position	First appointment date of director	Skills and expertise
<p>6. Mrs. NUANLADA NGAMTHANAPHAISARN Gender: Female Age : 58 years Highest level of education : Master's degree Study field of the highest level of education : Law Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesnt Have Legal offenses in the past 5 years ^(*) : Doesnt Have DAP course : No DCP course : Yes</p> <p>Shareholding in the company</p> <ul style="list-style-type: none"> • Direct shareholding : 0 Shares (0.000000 %) 	<p>Director (Non-executive directors, Independent director)</p> <p>Authorized directors as per the companys certificate of registration : No</p> <p>Type of director : Existing director</p>	9 Aug 2024	Law

List of directors	Position	First appointment date of director	Skills and expertise
<p>7. Mr. SAKARIN TANGKAVACHIRANON Gender: Male Age : 59 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 : Doesnt Have Legal offenses in the past 5 years ^(*) : Doesnt Have DAP course : No DCP course : Yes</p> <p>Shareholding in the company</p> <ul style="list-style-type: none"> • Direct shareholding : 0 Shares (0.000000 %) 	<p>Director (Non-executive directors)</p> <p>Authorized directors as per the companys certificate of registration : No</p> <p>Type of director : Existing director</p>	29 Jun 2021	Engineering, Business Administration, Strategic Management

List of directors	Position	First appointment date of director	Skills and expertise
<p>8. Mr. Panu Boonsombat Gender: Male Age : 48 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 : Doesnt Have Legal offenses in the past 5 years ^(*) : Doesnt Have DAP course : No DCP course : Yes</p> <p>Shareholding in the company</p> <ul style="list-style-type: none"> • Direct shareholding : 10,000 Shares (0.000263 %) 	<p>Director (Executive directors)</p> <p>Authorized directors as per the companys certificate of registration : No</p> <p>Type of director : Existing director</p>	25 Apr 2022	Marketing, Business Administration, Corporate Management

List of directors	Position	First appointment date of director	Skills and expertise
<p>9. Mr. Wityavate Rakkulchon Gender: Male Age : 49 years Highest level of education : Bachelor's degree Study field of the highest level of education : Medicine Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesnt Have Legal offenses in the past 5 years ^(*) : Doesnt Have DAP course : No DCP course : Yes</p> <p>Shareholding in the company</p> <ul style="list-style-type: none"> • Direct shareholding : 0 Shares (0.000000 %) 	<p>Director (Executive directors)</p> <p>Authorized directors as per the companys certificate of registration : Yes</p> <p>Type of director : Newly appointed director to replace the ex-director</p>	11 Oct 2025	Health Care Services, Business Administration, Corporate Management, Sustainability

List of directors	Position	First appointment date of director	Skills and expertise
<p>10. Mr. Kanut Sirisuwat Gender: Male Age : 42 years Highest level of education : Master's degree Study field of the highest level of education : Economics Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesnt Have Legal offenses in the past 5 years ^(*) : Doesnt Have DAP course : No DCP course : Yes</p> <p>Shareholding in the company</p> <ul style="list-style-type: none"> • Direct shareholding : 0 Shares (0.000000 %) 	<p>Director (Executive directors)</p> <p>Authorized directors as per the companys certificate of registration : Yes</p> <p>Type of director : Newly appointed director to replace the ex-director</p>	11 Oct 2025	Finance, Business Administration, Strategic Management

List of directors	Position	First appointment date of director	Skills and expertise
<p>11. Mr. Tharin Eampetcharapong Gender: Male Age : 58 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 : Doesnt Have Legal offenses in the past 5 years ^(*) : Doesnt Have DAP course : No DCP course : Yes</p> <p>Shareholding in the company</p> <ul style="list-style-type: none"> • Direct shareholding : 0 Shares (0.000000 %) 	<p>Director (Executive directors)</p> <p>Authorized directors as per the companys certificate of registration : Yes</p> <p>Type of director : Existing director</p>	<p>9 Aug 2023</p>	<p>Health Care Services, Finance, Business Administration, Strategic Management</p>

List of directors	Position	First appointment date of director	Skills and expertise
<p>12. Ms. Arisa Viddayakorn Gender: Female Age : 27 years Highest level of education : Doctoral degree Study field of the highest level of education : Social-Organizational Psychology Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesnt Have Legal offenses in the past 5 years ^(*) : Doesnt Have DAP course : No DCP course : Yes</p> <p>Shareholding in the company</p> <ul style="list-style-type: none"> • Direct shareholding : 222,249,300 Shares (5.835504 %) 	<p>Director (Non-executive directors)</p> <p>Authorized directors as per the companys certificate of registration : Yes</p> <p>Type of director : Newly appointed director not being replaced the ex-director</p>	25 Apr 2025	Human Resource Management, Corporate Management

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
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List of directors	Position	Date of resignation / termination	Replacement director
<p>1. Mr. Krittavith Lertutsahakul Gender: Male Age : 68 years Highest level of education : Bachelor's degree Study field of the highest level of education : Medicine Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesnt Have Legal offenses in the past 5 years ^(*) : Doesnt Have DAP course : No DCP course : Yes</p> <p>Shareholding in the company</p> <ul style="list-style-type: none"> • Direct shareholding : 0 Shares (0.000000 %) 	<p>Vice-chairman of the board of directors (Executive directors)</p> <p>Authorized directors as per the companys certificate of registration : Yes</p>	<p>10 Oct 2025</p>	<p>Mr. Wityavate Rakkulchon</p> <p>Appointment date of replacement director : 11 Oct 2025</p>

List of directors	Position	Date of resignation / termination	Replacement director
2. Mr. Pawat Thanawutsirawat Gender: Male Age : 53 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 : Doesnt Have Legal offenses in the past 5 years ^(*) : Doesnt Have DAP course : No DCP course : Yes Shareholding in the company • Direct shareholding : 451,800 Shares (0.011863 %)	Director (Executive directors) Authorized directors as per the companys certificate of registration : Yes	10 Oct 2025	Mr. Kanut Sirisuwat Appointment date of replacement director : 11 Oct 2025

Additional explanation:

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

(1) Dishonest act or gross negligence

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

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

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

List of the board of directors by position

List of the board of directors	Position	Executive directors	Non-executive directors	Independent directors	Non-executive directors who have no position in independent directors	Authorized directors as per the companys certificate of registration
1. Mr. CHANIN KHAOCHAN	Chairman of the board of directors		✓	✓		
2. Mr. KAJORNKIET AROONPIRODJANAKUL	Director		✓	✓		
3. Mr. WATSON CHANSAJCHA	Director		✓	✓		
4. Mr. ANUPHAN KITNITCHIVA	Director		✓	✓		
5. Ms. SEERADA TIEMPRASERT	Director		✓	✓		
6. Mrs. NUANLADA NGAMTHANAPHAISARN	Director		✓	✓		
7. Mr. SAKARIN TANGKAVACHIRANON	Director		✓		✓	
8. Mr. Panu Boonsombat	Director	✓				
9. Mr. Wityavate Rakkulchon	Director	✓				✓
10. Mr. Kanut Sirisuwat	Director	✓				✓
11. Mr. Tharin Eampetcharapong	Director	✓				✓
12. Ms. Arisa Viddayakorn	Director		✓		✓	✓
Total (persons)		4	8	6	2	4

List of the board of directors	Position	Executive directors	Non-executive directors	Independent directors	Non-executive directors who have no position in independent directors	Authorized directors as per the companys certificate of registration
Total (persons)		4	8	6	2	4

Overview of director skills and expertise

Skills and expertise	Number (persons)	Percent (%)
1. Health Care Services	2	16.67
2. Law	2	16.67
3. Marketing	4	33.33
4. Accounting	1	8.33
5. Finance	4	33.33
6. Human Resource Management	1	8.33
7. Sustainability	3	25.00
8. Corporate Management	4	33.33
9. Engineering	3	25.00
10. Strategic Management	5	41.67
11. Audit	1	8.33
12. Business Administration	10	83.33

Information about the other directors ^{(*)(**)}

	2023	2024	2025

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

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

The Company places great importance on good corporate governance and has established appropriate measures and practices to promote transparency, accountability, and balanced oversight, as summarized below;

1. Role of the Chairman of the Board

The Company clearly defines the roles, duties, and responsibilities of the Chairman of the Board to ensure effective governance. The Chairman of the Board of Directors and the Chief Executive Officer, with the two positions held by different individuals. This separation ensures a clear distinction between policy oversight and management responsibilities, thereby strengthening checks and balances and enhancing effective corporate governance.

2. Independent Directors

The Company recognizes the importance of Independent Directors in strengthening corporate governance. The appropriate proportion of non-executive directors is maintained to provide independent oversight and objective review of managements performance.

3. Internal Control and Internal Audit

The Company has established an independent internal control and internal audit framework. The Internal Audit results report directly to the Audit Committee to ensure effective oversight and monitoring. In addition, the results of internal audit activities are reported to the Chief Executive Officer for acknowledgment and to support the continuous improvement of the Companys operations.

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 ones 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 Companys business operations and perform their duties in accordance with the law, the Companys 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 Companys 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 directors 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 shareholders 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 meetings 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 companys business operation, without interfering the companys 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 companys 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.

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

Information on subcommittees

Information on subcommittees

Information on roles of subcommittees

Roles of subcommittees

Audit Committee

Role

- Audit of financial statements and internal controls

Scope of authorities, role, and duties

1. Review financial reports to ensure accuracy, reliability, and adequate disclosure by coordinating with certified

auditors and executives responsible for preparing quarterly and annual financial reports.

2. Ensure that the company and its subsidiaries have appropriate and effective internal control systems, internal audit systems, and risk management systems. Recommend reviews or audits of critical matters and suggest improvements to these systems, reporting findings to the Board of Directors.
3. Ensure the company complies with securities and stock exchange laws, as well as the regulations, policies, rules, and other applicable legal requirements.
4. Review evidence in cases where there are concerns about significant impacts on the company's financial position, conflicts of interest, or violations of laws and regulations that may affect business operations.
5. Evaluate the company's disclosure of related transactions or potential conflicts of interest to ensure compliance with legal and stock exchange regulations, ensuring that transactions are reasonable and in the best interest of the company.
6. Select and propose independent candidates for the company's certified auditor role, considering their credibility, resource adequacy, audit workload, and the experience of the assigned audit personnel. Meet with auditors without management at least once a year.
7. Review the accuracy and effectiveness of IT systems related to financial reporting and internal controls.
8. Promote the development of financial reporting systems to align with international accounting standards.
9. Review the company's internal audit plan in accordance with generally accepted methods and standards.
10. Assess the independence of the internal audit function or any outsourced audit services. Provide recommendations on budget and personnel for internal audit and approve the appointment, transfer, dismissal, and annual performance evaluation of the head of internal audit.
11. Prepare an audit committee report signed by the committee chairman and disclose it in the company's annual report, in accordance with stock exchange regulations.
12. Seek independent opinions from professional advisors when necessary, at the company's expense, with approval from the Board of Directors. Hiring must comply with company regulations.
13. The Audit Committee Chairman or committee members must attend shareholders' meetings to clarify audit-related matters or the appointment of auditors.
14. Review and revise the Audit Committee Charter as necessary.
15. Perform other duties as assigned by the Board of Directors with the Audit Committee's approval.
16. Review the "Self-Assessment Form on Anti-Corruption Measures" to ensure the adequacy and accuracy of the company's compliance with anti-corruption policies before submission to the Private Sector Collective Action Coalition Against Corruption for certification.

Reference link for the charter

https://website-storage.princhealth.com/capital/about/20231225044316-ac_charters.pdf

Executive Committee

Role

- Others
- Setting the organization's direction and policies in alignment with the company's goals and strategies.

Scope of authorities, role, and duties

1. Review and refine the policies, direction, business strategies, management structure, business plan, and annual budget.
2. Monitor and oversee the implementation of the strategic plans, projects, and initiatives within the annual business plan approved by the Board of Directors, the company's financial performance, and evaluate investments and risk management.
3. Perform other tasks as assigned by the Board of Directors.

Reference link for the charter

https://website-storage.princhealth.com/capital/about/20250310061321-3.4princ_cgpolicy_final_2023.pdf

Corporate Governance Committee

Role

- Corporate governance

Scope of authorities, role, and duties

The Corporate Governance Committee has the authority to carry out responsibilities within its defined scope, including the following:

The authority to invite management, relevant personnel, or other individuals deemed appropriate to attend meetings, provide explanations, or share relevant information as necessary.

The authority to hire independent external advisors or professional experts to provide opinions or recommendations as needed.

The authority to appoint and define the roles and responsibilities of subcommittees or working groups to assist in corporate governance oversight. The committee also has the power to direct and supervise the work of these subcommittees or working groups to ensure an effective corporate governance framework aligned with the evolving business environment, technology, and risks.

Duties and Responsibilities

Develop corporate governance policies, business ethics, codes of conduct, and anti-corruption policies in alignment with relevant laws and regulations issued by regulatory bodies such as the Stock Exchange of Thailand (SET) and the Securities and Exchange Commission (SEC). Present these policies to the Board of Directors for consideration and approval.

Recommend corporate governance practices, anti-corruption measures, and business ethics guidelines to the Board of Directors, as well as provide advisory services and recommendations related to governance and compliance.

Oversee the adherence of employees, executives, and the Board of Directors to corporate governance policies, anti-corruption measures, and ethical business conduct. Regularly review and evaluate compliance in collaboration with management and provide recommendations to enhance adherence to these policies.

Continuously review and update corporate governance policies, business ethics, codes of conduct, and anti-corruption policies at least once a year, referencing relevant laws, international best practices, and regulatory requirements from authorities such as SET and SEC. Present updates to the Board of Directors for approval.

Report at least annually to the Board of Directors on the committees activities, the assessment of corporate governance compliance, anti-corruption policies, and significant governance-related matters.

Oversee and monitor the progress and performance of any subcommittees established by the Corporate Governance Committee (if applicable) and provide necessary recommendations and support.

Coordinate with other subcommittees and working groups to evaluate governance, anti-corruption, and compliance-

related matters, offering guidance as necessary.

Promote awareness and understanding of corporate governance policies, business ethics, codes of conduct, anti-corruption policies, and related best practices among directors, executives, employees at all levels, and relevant stakeholders through ongoing communication and training.

Perform other duties as deemed appropriate and assigned by the Board of Directors.

Reference link for the charter

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Sustainable Development Committee

Role

- Sustainability development

Scope of authorities, role, and duties

Responsibilities of the Sustainable Development Committee

1. Policy and Strategy Review

Define, review, and refine the company's sustainability policies, strategies, operational frameworks, and targets to align with laws, regulations, and best practices. Ensure compliance with both national and international sustainability standards, maintaining a balanced approach across environmental, social, and governance (ESG) dimensions.

2. Advisory and Strategic Alignment

Provide guidance to the Board of Directors and management, fostering the integration of sustainability principles, policies, and strategies into the company's operational framework to achieve set sustainability goals.

3. Organizational Culture and Engagement

Encourage continuous and effective adherence to the company's sustainability guidelines among the Board, executives, and employees, fostering a corporate culture centered on sustainability.

4. Monitoring and Oversight

Supervise and track sustainability initiatives to ensure alignment with established policies, strategies, and targets while maximizing efficiency and effectiveness.

5. Sustainability Disclosure and Transparency

Approve the company's sustainability disclosure framework, ensuring compliance with both national and international reporting standards. Maintain a balanced and effective approach that benefits the company and its stakeholders.

6. Sustainability Reporting

Review and endorse sustainability reports and related documents before submitting them to the Board of Directors for approval and public disclosure.

7. Performance Evaluation

Assess the effectiveness of the Sustainable Development Committee's performance and report findings to the

Board of Directors.

8. Stakeholder Engagement and Collaboration

Promote awareness and understanding of sustainability among internal and external stakeholders, supporting collaboration to drive widespread and effective sustainable development.

9. Sustainability Ratings and Recognition

Encourage participation in national and international sustainability assessments or rankings to continuously enhance and elevate the companys sustainability standards.

10. Sustainability Trends and Risk Management

Monitor emerging sustainability trends and potential risks that may impact the companys operations. Provide recommendations to the Board or relevant management teams, including conducting materiality assessments of key sustainability issues.

11. Charter Review and Improvement

Regularly review and update the committees charter to ensure relevance and effectiveness, proposing amendments for Board approval when necessary.

12. Additional Responsibilities

Carry out other duties as assigned by the Board of Directors.

Reference link for the charter

<https://website-storage.princehealth.com/capital/about/20260319113825-princ-sdcharter-revision27feb26-final.pdf>

Nomination and Remuneration Committee

Role

- Director and executive nomination
- Remuneration

Scope of authorities, role, and duties

1. Director and CEO Selection

Establish criteria, policies, procedures, and qualifications for selecting directors and the Chief Executive Officer (CEO). Conduct the nomination and selection process in accordance with relevant laws and regulations, and propose candidates for Board or shareholder approval as appropriate.

2. Compensation Policy and Guidelines

Define policies, criteria, and methods for determining compensation (both financial and non-financial) for the Board of Directors and subcommittees. Ensure compensation aligns with responsibilities, company performance, and market conditions. Obtain Board approval before presenting to shareholders for final approval.

3. Incentives and Retention Strategies

Determine necessary and appropriate compensation packages (both financial and non-financial) to attract, motivate, and retain members of the Board, subcommittees, and the CEO.

4. Board Composition and Effectiveness

Ensure the Board maintains an appropriate composition that adapts to evolving business environments. The

Board should consist of individuals with diverse knowledge, expertise, and experience relevant to the company's needs.

5. Performance Evaluation and Annual Compensation Adjustment

Develop evaluation criteria and assess the performance of directors and the CEO. Use the evaluation results to determine annual compensation adjustments, considering responsibilities, associated risks, and long-term shareholder value.

6. Transparency and Disclosure

Disclose policies and procedures related to director nomination and compensation determination. Publish details of compensation structures and prepare an annual report that includes objectives, methodologies, and the committee's opinions on compensation matters.

7. Charter Review and Updates

Annually review the Nomination and Compensation Committee charter. If changes are necessary to align with regulations, corporate policies, or evolving business conditions, propose amendments for Board approval.

8. Succession Planning

Develop and implement succession plans for key executive positions. Present these plans to the Board for approval to ensure leadership continuity and preparedness.

9. Independent Advisors

Appoint or seek advice from independent external consultants when necessary, with the company covering related expenses.

10. Additional Responsibilities

Fulfill other duties as assigned by the Board of Directors.

Reference link for the charter

<https://website-storage.princehealth.com/capital/about/20260309103833-princ-nrccharter-revision27feb26-final.pdf>

Risk Management Committee

Role

- Risk management

Scope of authorities, role, and duties

1. Risk Management Policy and Framework

Review and propose risk management policies related to the company's business operations, acceptable risk thresholds, and other relevant guidelines to the Board of Directors.

2. Enterprise Risk Management (ERM) Development

Develop an effective enterprise-wide risk management system and promote continuous collaboration in risk management at all organizational levels.

3. Risk Assessment and Recommendations

Review risk reports from various departments, providing recommendations and corrective measures to mitigate potential risks.

4. Coordination with the Audit Committee

Collaborate with the Audit Committee on key risks and appropriate risk management measures.

5. Monitoring Risk Management Effectiveness

Oversee and ensure the efficiency and effectiveness of the company's risk management processes.

6. Risk Reporting

Present risk reports and management results to the Board of Directors as per the scheduled reporting periods.

7. Additional Assigned Duties

Carry out other risk management responsibilities as assigned by the Board of Directors.

Reference link for the charter

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Information on each subcommittee

List of audit committee

List of directors	Position	Appointment date of audit committee member	Skills and expertise
1. Mr. KAJORNKIET AROONPIRODJANAKUL ^(*) Gender: Male Age : 64 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 Expertise in accounting information review : Yes	Chairman of the audit committee (Non-executive directors, Independent director) Director type : Existing director	10 May 2024	Accounting, Business Administration, Audit, Marketing

List of directors	Position	Appointment date of audit committee member	Skills and expertise
2. Mr. WATSON CHANSAJCHA Gender: Male Age : 62 years Highest level of education : Master'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) Director type : Existing director	29 Apr 2024	Engineering, Finance, Business Administration, Sustainability, Marketing
3. Mrs. NUANLADA NGAMTHANAPHAISARN Gender: Female Age : 58 years Highest level of education : Master's degree Study field of the highest level of education : Law Thai nationality : Yes Residence in Thailand : Yes Expertise in accounting information review : No	Member of the audit committee (Non-executive directors, Independent director) Director type : Existing director	9 Aug 2024	Law

Additional explanation :

(*) Directors with expertise in accounting information review

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

List of executive committee members

List of committee members	Position	Appointment date of executive committee member
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List of committee members	Position	Appointment date of executive committee member
<p>1. Mr. Wityavate Rakkulchon Gender: Male Age : 49 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>	<p>The chairman of the executive committee</p>	<p>11 Oct 2025</p>
<p>2. Mr. Kanut Sirisuwat Gender: Male Age : 42 years Highest level of education : Master's degree Study field of the highest level of education : Economics Thai nationality : Yes Residence in Thailand : Yes</p>	<p>Vice-chairman of the executive committee</p>	<p>26 Feb 2025</p>
<p>3. Mr. Tharin Eampetcharapong Gender: Male Age : 58 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>	<p>Vice-chairman of the executive committee</p>	<p>6 Oct 2023</p>
<p>4. Mr. Pawat Thanawutsirawat Gender: Male Age : 53 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>	<p>Member of the executive committee</p>	<p>6 Oct 2023</p>

List of committee members	Position	Appointment date of executive committee member
<p>5. Mr. Tawan Juengsan Gender: Male Age : 43 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>	<p>Member of the executive committee</p>	<p>26 Feb 2025</p>
<p>6. Mr. Panu Boonsombat Gender: Male Age : 48 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>	<p>Member of the executive committee</p>	<p>26 Jun 2024</p>
<p>7. Ms. Atiya Awachanakarn Gender: Female Age : 44 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>	<p>Member of the executive committee</p>	<p>9 Nov 2022</p>
<p>8. Mr. Tawan Chitchulanon Gender: Male Age : 55 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>	<p>Member of the executive committee</p>	<p>26 Feb 2025</p>

List of committee members	Position	Appointment date of executive committee member
9. Mr. Athiwat Noiprasit Gender: Male Age : 54 years Highest level of education : Master's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residence in Thailand : Yes	Member of the executive committee	11 Oct 2025
10. Ms. Preeyaporn Aphiwarthwittaya Gender: Female Age : 49 years Highest level of education : Master's degree Study field of the highest level of education : Accounting Thai nationality : Yes Residence in Thailand : Yes	Member of the executive committee	1 Jan 2015

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

List of directors	Position	Date of resignation / termination	Replacement committee member
1. Mr. Krittavith Lertutsahakul Gender: Male Age : 68 years Highest level of education : Bachelor's degree Study field of the highest level of education : Medicine Thai nationality : Yes Residence in Thailand : Yes Expertise in accounting information review : Yes	The chairman of the executive committee	10 Oct 2025	Mr. Wityavate Rakkulchon Appointment date of replacement committee member : 11 Oct 2025

Other Subcommittees ⁽³⁾

Subcommittee name	Name list	Position
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)
	Ms. Arisa Viddayakorn	Member of the subcommittee
	Mr. Kanut Sirisuwat	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)
	Mr. Wityavate Rakkulchon	Member of the subcommittee
	Mr. Tawan Juengsman	Member of the subcommittee
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
	Mr. Wityavate Rakkulchon	Member of the subcommittee
	Mr. Tawan Juengsman	Member of the subcommittee
	Mr. Tawan Chitchulanon	Member of the subcommittee
	Mr. Kanut Sirisuwat	Member of the subcommittee
Corporate Governance Committee	Mr. WATSON CHANSAJCHA	The chairman of the subcommittee (Independent director)

Subcommittee name	Name list	Position
	Mrs. NUANLADA NGAMTHANAPHAISARN	Member of the subcommittee (Independent director)
	Ms. Atiya Awachanakarn	Member of the subcommittee

Remark: ⁽³⁾ As of 31 December 2025

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

Subcommittee name	Name list	Position	Date of resignation / termination	Replacement committee member
Nomination and Remuneration Committee	Mr. Krittavith Lertutsahakul	Member of the subcommittee	10 Oct 2025	Mr. Kanut Sirisuwat Appointment date of replacement committee member : 11 Oct 2025
Sustainable Development Committee	Mr. Krittavith Lertutsahakul	Member of the subcommittee	10 Oct 2025	Mr. Wityavate Rakkulchon Appointment date of replacement committee member : 11 Oct 2025
Risk Management Committee	Mr. Krittavith Lertutsahakul	Member of the subcommittee	10 Oct 2025	Mr. Kanut Sirisuwat Appointment date of replacement committee member : 11 Oct 2025

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⁽⁴⁾

List of executives	Position	First appointment date	Skills and expertise
<p>1. Mr. Wityavate Rakkulchon Gender: Male Age : 49 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>Co-Chief Executive Officer (The highest-ranking executive)</p>	<p>11 Oct 2025</p>	<p>Health Care Services, Business Administration, Corporate Management, Sustainability</p>
<p>2. Mr. Kanut Sirisuwat Gender: Male Age : 42 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</p>	<p>Co-Chief Executive Officer (The highest-ranking executive)</p>	<p>11 Oct 2025</p>	<p>Finance, Business Administration, Strategic Management</p>

List of executives	Position	First appointment date	Skills and expertise
<p>3. Mr. Tharin Eampetcharapong^(*) Gender: Male Age : 58 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, Strategic Management
<p>4. Mrs. ACHARA RATANAPHUNSRI Gender: Female Age : 51 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 AI Officer	13 Nov 2025	Corporate Management, Internal Control, IT Management

List of executives	Position	First appointment date	Skills and expertise
<p>5. Ms. Atiya Awachanakarn Gender: Female Age : 44 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, Human Resource Management
<p>6. Mr. Tawan Juengsman Gender: Male Age : 43 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>	Chief Operating Officer	1 Aug 2024	Health Care Services, Business Administration, Strategic Management
<p>7. Mr. Tawan Chitchulanon Gender: Male Age : 55 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>	Acting Chief Quality and Risk Officer	1 Mar 2025	Health Care Services, Risk Management

List of executives	Position	First appointment date	Skills and expertise
8. Mr. Athiwat Noiprasit ^(***) Gender: Male Age : 54 years Highest level of education : Master's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : No	Chief of Special Operations	1 Mar 2026	Health Care Services, Risk Management, Business Administration

Additional Explanation :

(*) Highest responsibility in corporate accounting and finance

(**) Accounting supervisor

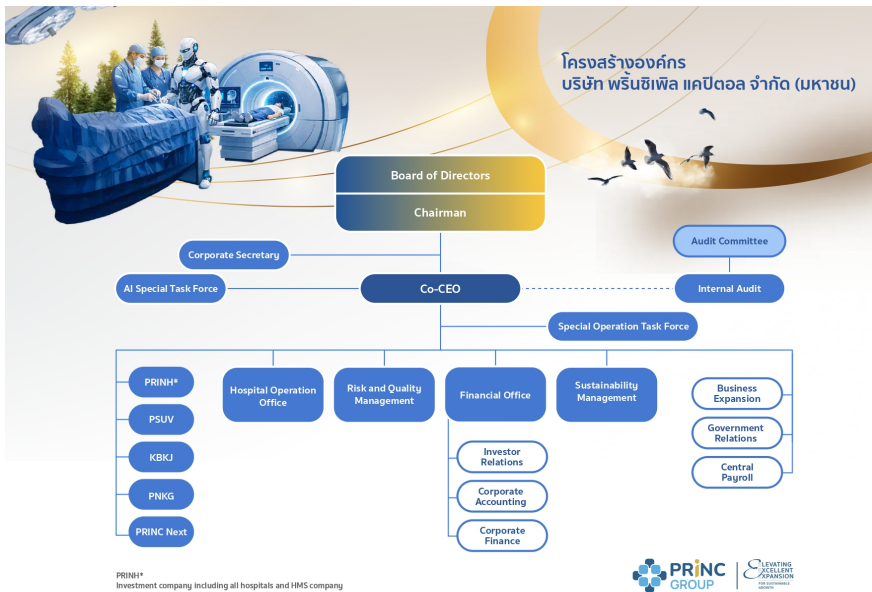
(***) Appointed after the fiscal year end of the reporting year

Remark: ⁽⁴⁾ As of 1 March 2026

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

Organization structure of the highest-ranking executive and the next four executives as of date : 1 Mar 2026

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



Remuneration policy for executive directors and executives

The Company determines executive remuneration in alignment with the Company's operating performance, experience, responsibilities according to position and duties, individual performance, and competitiveness with businesses in the same industry. Such consideration is made at an appropriate level to motivate executives to effectively drive the organization toward achieving its strategic objectives.

In addition, the Company has established criteria for the performance evaluation of its senior executives (C-level) on an annual basis, for use in determining their remuneration. The evaluation is conducted using OKR (Objectives and Key Results) as the assessment framework. In this regard, for executives holding the positions of Managing Director, Chief Executive Officer, and Chief Financial Officer, the performance evaluation is carried out by the Nomination and Remuneration Committee.

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

Remuneration of executive directors and executives

Monetary remuneration of executive directors and executives

	2023	2024	2025
Total remuneration of executive directors and executives (baht)	57,170,000.00	40,885,000.00	54,210,420.00

Monetary remuneration consists of salary, annual bonus, position-based remuneration, and other benefits paid in cash. The consideration of such remuneration is based on the Company's operating performance and principles of good corporate governance. The Company discloses the information in the form of an aggregate amount for the executive directors and executives, without disclosure on an individual basis.

Outstanding remuneration or benefits of executive directors and executives

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

Other significant information

Other significant information

Assigned person

List of persons assigned for accounting oversight

General information	Email	Telephone number
1. Ms. Preeyaporn Aphiwarthwittaya	preeyaporn.ap@princgroup.com	02-0092015

List of the company secretary

General information	Email	Telephone number
1. Ms. Atiya Awachanakan	atiya.aw@princgroup.com	02-0092015

List of the head of internal audit or outsourced internal auditor

General information	Email	Telephone number
1. Dr. Achara Ratanaphunsri	achara.ra@princgroup.com	02-0092015
2. Ms. Pear Hovarongkura	pear.ho@princgroup.com	02-0092015

List of the head of the compliance unit

Head of investor relations

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

List of the head of investor relations

General information	Email	Telephone number
1. Ms. Daranee Pongthamsuk	daranee.po@princhealth.com	02-0092015

Company's auditor

Details of the company's auditor

Audit firms	Audit fee (Baht)	Other service fees	Names and general information of auditors
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Audit firms	Audit fee (Baht)	Other service fees	Names and general information of auditors
PRICEWATERHOUSECOOPERS ABAS COMPANY LIMITED NO. 179/74-80 BANGKOK CITY TOWER BUILDING, 7TH, 11TH, 13TH-16TH FLOOR, SOUTH SATHORN ROAD, THUNG MAHA MEK SATHON Bangkok 10120 Telephone number +66 2844 1000	14,222,100.00	Types of non-audit service : • Travelling expense and accommodation • Agreed-upon procedures BOI Promotion Certificate • Other expenses Details of non-audit service : • Travelling expense and accommodation in a total of Baht 433,757.12 • Agreed-upon procedures BOI Promotion Certificate in a total of Baht 80,000 • Other expenses in a total of Baht 259,335.00 Total non-audit fee 773,092.12 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 : No
 be representatives in Thailand

List of designated individuals as representatives in Thailand

Performance Report on Corporate Governance

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

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

In 2025, the Board of Directors of Principal Capital Public Company Limited performed its duties with responsibility, prudence, and commitment to ensuring that the Companys operations are conducted in accordance with the principles of good corporate governance, while setting strategic directions to support sustainable business growth, with due consideration given to the best interests of shareholders and all stakeholders.

Throughout the year, the Board of Directors convened regularly, holding a total of 9 meetings in 2025 to deliberate on key matters relating to strategy, management, corporate governance, risk management, and the advancement of the Companys sustainability agenda. The Board also continuously monitored the Companys performance and provided policy recommendations to the management team to enhance operational efficiency.

1. Corporate Governance and Organizational Development

The Board of Directors places great importance on strengthening the Companys corporate governance framework to ensure transparency, efficiency, and alignment with international standards. The Board has established and acknowledged the annual performance evaluation process for the Board of Directors and its subcommittees, based on the guidelines of the Thai Institute of Directors, with the objective of enhancing the effectiveness of the Board in performing its duties.

In addition, the Board has reviewed and revised key policies and charters of the Company. These include the review of the Corporate Governance Committee Charter, with the introduction of guidelines for overseeing the use of artificial intelligence (AI), cloud-based data storage, and data management practices in order to mitigate data-related risks and strengthen the Companys information technology governance framework. The Board also approved revisions to the Human Rights Policy to provide greater clarity on labor rights, childrens rights, gender equality, and womens rights. Furthermore, the Board approved and announced the Securities Trading Policy for directors, executives, and employees, establishing appropriate rules and practices to promote transparency and prevent the misuse of inside information.

2. Strategic Direction and Investment Expansion

The Board of Directors has overseen and approved significant investment projects to support the continued growth of the Groups businesses. Key initiatives include the expansion of the hospital business through the transfer of Thanakarn Hospitals operations into the Groups hospital network, as well as the investment in Por Phat 1 and Por Phat 2 hospitals to strengthen the Groups healthcare platform.

In addition, the Board has emphasized the application of technology in business operations. The Board assigned management to develop plans relating to Health Tech, digital transformation (Digitalization), and the utilization of healthcare marketing intelligence to enhance the Companys long-term competitiveness. The Board also encouraged the creation of synergies among hospitals within the network in order to improve operational efficiency across the Group.

3. Driving Sustainability Across the Organization

The Board of Directors has continuously overseen the Companys sustainability initiatives. In particular, the Board has focused on strengthening the governance structure for sustainability by considering the appointment of the Chief Executive Officer and the executive responsible for Shared Services operations to serve as members of the Sustainability Development Committee. This initiative aims to enhance the effectiveness of sustainability implementation and to ensure that sustainability objectives are integrated into the Companys operational practices.

4. Financial Oversight and Internal Control System

The Board of Directors has supervised the preparation and presentation of the consolidated financial statements and the separate financial statements of the Company on a quarterly basis, which have been reviewed by the certified

public auditor. This process is intended to ensure that the Company's financial information is accurate, transparent, and in compliance with the relevant financial reporting standards.

The Board has also reviewed the Company's transfer pricing policy among affiliated companies to ensure that such transactions are conducted in accordance with market mechanisms and relevant regulatory requirements. In addition, the Board continuously monitors and evaluates the adequacy of the Company's internal control system in accordance with the COSO.

5. Enterprise Risk Management Oversight

The Board of Directors has overseen the Company's enterprise risk management through the development of the Corporate Risk Profile. The Board has considered key risk issues facing the organization and regularly monitored the Company's cash flow management and liquidity position in order to support the Company's investment plans and business expansion.

Regarding the Company's future direction, the Board of Directors placed importance on adapting to the rapidly changing business environment by assigning the management to review business targets to ensure their appropriateness in light of the current situation.

During the past year, the Board of Directors performed its duties with a strong commitment to good corporate governance by setting strategic directions, monitoring operational performance, and promoting continuous organizational development in order to support the Company's sustainable growth, while taking into account the best interests of shareholders and all stakeholder

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

Information about the selection of the board of directors

List of directors whose terms have ended and have been reappointed

List of newly appointed director to replace the ex-director

List of directors	Position	First appointment date of director	Skills and expertise
Mr. Wityavate Rakkulchon	Director	11 Oct 2025	Health Care Services, Business Administration, Corporate Management, Sustainability

List of directors	Position	First appointment date of director	Skills and expertise
Mr. Kanut Sirisuwat	Director	11 Oct 2025	Finance, Business Administration, Strategic Management

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

List of directors	Position	First appointment date of director	Skills and expertise
Ms. Arisa Viddayakorn	Director	25 Apr 2025	Human Resource Management, Corporate Management

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 over the past year : No

Selection of directors and the highest-ranking executive

Method for selecting directors and the highest-ranking executive

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

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

Number of directors from major shareholders

Number of directors from each group of major shareholders over the past year (persons) : 2

Rights of minority shareholders on director appointment

Recognizing the importance of shareholders and good corporate governance promotion, Principal Capital Public Company Limited, (the Company), facilitates shareholders in proposing, in advance of the Annual General Shareholders Meeting (AGM), the issue, as deemed appropriate, to be considered to include in the agenda of the meeting. Furthermore, the shareholders can nominate person to be a director in advance of the meeting. By this mean, it will

ensure that the agenda will be carefully selected and truly beneficial to the company and qualified directors who will be selected to perform their duties effectively to attain the highest benefits for the Company and the stakeholders and also to affirm the conformity to the good corporate governance.

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.

Nomination of a Director

The shareholder who possesses qualifications according to Clause 2 of the Criteria may nominate a person for the director by filling in the Form to Nominate Director and affixing the nominee's signature. The evidence of shareholding, namely, the certified letter of the securities company or other evidence from the Thailand Securities Depository, the evidence of nominee's consent, supporting documents of candidate's qualifications such as education and work experience, together with supporting document beneficial for board consideration must be delivered to the Company within 31st December each year.

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

Setting qualifications for the selection of directors

Details of qualifications for the selection of directors

Information on the development of directors

Development of directors over the past year

Details of the development of directors over the past year

List of directors	Participation in training in the past financial year	History of training participation
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List of directors	Participation in training in the past financial year	History of training participation
<p>1. Mr. CHANIN KHAOCHAN (Chairman of the board of directors, Independent director)</p>	<p>Non-participating</p>	<p>Thai Institute of Directors (IOD)</p> <ul style="list-style-type: none"> • 2024: Director Certification Program (DCP) • 2024: Role of the Chairman Program (RCP)
<p>2. Mr. KAJORNKIET AROONPIRODJANAKUL (Director, Independent director)</p>	<p>Participating</p>	<p>Thai Institute of Directors (IOD)</p> <ul style="list-style-type: none"> • 2025: Advanced Audit Committee Program (AAP) • 2025: ESG in the Boardroom: A Practical Guide for Board (ESG) • 2023: Director Certification Program (DCP)
<p>3. Mr. WATSON CHANSAJCHA (Director, Independent director)</p>	<p>Participating</p>	<p>Thai Institute of Directors (IOD)</p> <ul style="list-style-type: none"> • 2025: Advanced Audit Committee Program (AAP) • 2024: Director Accreditation Program (DAP) • 2024: Director Certification Program (DCP) <p>Other</p> <ul style="list-style-type: none"> • 2025: Boardroom Excellence: A Key to Corporate Success • 2025: ESG under pressure: How U.S. and EU policies shape Thai Business strategies • 2025: Lessons from the capital market: Understanding risks empowers professional directors. • 2025: National Director Conference 2025: Stronger Together through the World of Contradiction • 2025: The strategic role of an Audit Committee in cybersecurity oversight • 2024: Board Nomination and Compensation Strategies

List of directors	Participation in training in the past financial year	History of training participation
<p>4. Mr. ANUPHAN KITNITCHIVA (Director, Independent director)</p>	<p>Participating</p>	<p>Thai Institute of Directors (IOD)</p> <ul style="list-style-type: none"> • 2025: ESG in the Boardroom: A Practical Guide for Board (ESG) • 2016: Role of the Chairman Program (RCP) • 2016: Successful Formulation & Execution of Strategy (SFE) • 2014: Advanced Audit Committee Program (AACP) • 2010: Director Certification Program (DCP) <p>Other</p> <ul style="list-style-type: none"> • 2018: Boardroom Success through Financing and Investment
<p>5. Ms. SEERADA TIEMPRASERT (Director, Independent director)</p>	<p>Non-participating</p>	<p>Thai Institute of Directors (IOD)</p> <ul style="list-style-type: none"> • 2014: Director Certification Program (DCP)
<p>6. Mrs. NUANLADA NGAMTHANAPHAISARN (Director, Independent director)</p>	<p>Participating</p>	<p>Thai Institute of Directors (IOD)</p> <ul style="list-style-type: none"> • 2025: Advanced Audit Committee Program (AACP) • 2024: Director Certification Program (DCP)
<p>7. Mr. SAKARIN TANGKAVACHIRANON (Director)</p>	<p>Non-participating</p>	<p>Thai Institute of Directors (IOD)</p> <ul style="list-style-type: none"> • 2016: Director Certification Program (DCP)
<p>8. Mr. Panu Boonsombat (Director)</p>	<p>Non-participating</p>	<p>Thai Institute of Directors (IOD)</p> <ul style="list-style-type: none"> • 2023: Director Certification Program (DCP) <p>Other</p> <ul style="list-style-type: none"> • 2024: Digital Marketing Strategies - Data, Automation, and AI & Analytics , Kellogg School of Management, USA

List of directors	Participation in training in the past financial year	History of training participation
9. Mr. Wityavate Rakkulchon (Director)	Participating	Thai Institute of Directors (IOD) • 2025: Director Certification Program (DCP)
10. Mr. Kanut Sirisuwat (Director)	Participating	Thai Institute of Directors (IOD) • 2025: Director Certification Program (DCP)
11. Mr. Tharin Eampetcharapong (Director)	Non-participating	Thai Institute of Directors (IOD) • 2023: Director Certification Program (DCP) Other • 2024: e-learning CFOs Orientation, SET
12. Ms. Arisa Viddayakorn (Director)	Participating	Thai Institute of Directors (IOD) • 2025: Board Nomination and Compensation Program (BNCP) • 2025: Director Certification Program (DCP)

Information on the evaluation of duty performance of directors

Criteria for evaluating the duty performance of the board of directors

Criteria for Performance Evaluation of the Board of Directors

The performance evaluation of the Board of Directors and the Board Committees is conducted annually. The Nomination and Remuneration Committee (NRC) reviews and determines the criteria and process for evaluating the performance of the Board of Directors, Board Committees, and individual directors on a regular basis to ensure alignment with the principles of good corporate governance.

The topics for the Board performance evaluation (self-assessment) are based on the evaluation form developed by the Thai Institute of Directors (IOD), with key elements covering the following areas:

1. Board Structure and Qualifications: This covers the appropriateness of the number of directors, their knowledge, experience, independence, and tenure of office.
2. Board Meetings: Assessment of the appropriateness of meeting schedules, the number of meetings, meeting agendas, the provision of meeting documents in advance, the atmosphere of the meetings, and the recording of minutes.
3. Roles, Duties, and Responsibilities: Performance of duties in accordance with the charter, transparency in operations, review of the internal control system, and attention to key issues such as risk management, corporate governance, and sustainability.

4. **Board Reporting:** For Board Committees, the evaluation includes the regular reporting of activities and progress to the Board of Directors, as well as the preparation of disclosure in the Annual Report.

Individual Director Performance Evaluation, the assessment focuses on capabilities and the performance of duties, with key evaluation topics as follows:

1. **Personal Qualifications:** Knowledge, expertise, and ethics.
2. **Readiness to Perform Duties:** Understanding of the roles and responsibilities as well as the Company's business.
3. **Participation and Performance in Meetings:** Preparation through reviewing materials prior to meetings, providing constructive opinions, and maintaining proper meeting discipline.
4. **Roles, Duties, and Responsibilities:** Monitoring the management's performance without interfering in day-to-day operations, and commitment to continuous self-development.
5. **Relationship with the Board and Management:** Maintaining good relationships to ensure effective collaboration and performance.

Evaluation Process

1. The Company Secretary distributes the self-assessment forms to each director for completion, covering both the Board as a whole and individual director evaluations through the designated evaluation system, which in the past year was conducted in electronic format.
2. The Company Secretary compiles and summarizes the evaluation results for each category and presents them to the Nomination and Remuneration Committee.
3. The Nomination and Remuneration Committee analyzes the evaluation results and summarizes key findings, proposing recommendations for improving the Board's effectiveness to the Board of Directors, with the objective of maximizing benefits for stakeholders and promoting a culture of good corporate governance.

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

In 2025, Principal Capital Public Company Limited conducted an evaluation of the performance of the Board of Directors and each sub-committee, using a full score of 4.00 points. The overall average score of the Board of Directors resulted in 3.73 out of 4.00, rated at the Excellent level. The categories are ranked by score in descending order as follows: (1) Relationship; (2) Meeting Conduct; (3) Roles, Duties, and Responsibilities; (4) Personal Qualities; and (5) Readiness. The individual evaluation results of the directors showed an average score of 3.81 out of 4.00, also rated at the Excellent level, reflecting effectiveness in the performance of duties, regular meeting attendance, provision of constructive recommendations, and the performance of duties with independence and prudence.

In addition, the evaluation results of each sub-committee reflected the effectiveness in carrying out their roles, authorities, and responsibilities as stipulated in their respective charters. The details of the evaluation results of each sub-committee are as follows:

1. Audit Committee

The Audit Committee received an average score of 3.95 out of 4.00, rated at the Excellent level. This reflects its effectiveness in overseeing financial reporting, internal control systems, risk management, and compliance with relevant laws and regulations in a prudent, transparent, and independent manner, as well as holding regular meetings and appropriately reporting to the Board of Directors.

2. Corporate Governance Committee

The Corporate Governance Committee received an average score of 3.95 out of 4.00, rated at the Excellent level. This reflects its effectiveness in promoting and driving good corporate governance principles, business ethics, and corporate governance practices throughout the organization, including continuous monitoring and review of policies to ensure alignment with regulatory requirements.

3. Sustainability Development Committee

The Sustainability Development Committee received a score of 4.00 out of 4.00. This reflects the full and effective performance of its duties in accordance with its charter and its significant role in determining the organizations ESG and sustainability direction, as well as monitoring environmental, social, and governance performance in line with international standards and stakeholders expectations.

4. Risk Management Committee

The Risk Management Committee received an average score of 3.76 out of 4.00. The score reflects a strong level of performance, with further opportunities for enhancement, and reflects opportunities to further enhance the standards and intensity of its operations. The score indicates the directors expectations to continuously elevate the risk management system to higher standards.

5. Nomination and Remuneration Committee

The Nomination and Remuneration Committee received an average score of 3.71 out of 4.00. The score reflects changes in the composition of the committee during the year, with new directors joining and not yet having participated in certain key processes in the previous evaluation cycle. The continued learning and familiarization with roles and responsibilities by the new directors will help enhance performance in the following year and further strengthen the nomination and remuneration processes to ensure appropriateness, transparency, and alignment with the Companys strategic direction.

Details of the evaluation of the duty performance of the board of directors

List of directors	Assessment form	Grade / Average score received	Grade / Full score
Board of Directors	Group assessment	3.73	4
	Self-assessment	3.81	4
	Cross-assessment (assessment of another director)	None	None
Audit Committee	Group assessment	3.95	4
	Self-assessment	None	None
	Cross-assessment (assessment of another director)	None	None
Corporate Governance Committee	Group assessment	3.95	4
	Self-assessment	None	None
	Cross-assessment (assessment of another director)	None	None

List of directors	Assessment form	Grade / Average score received	Grade / Full score
Risk Management Committee	Group assessment	3.76	4
	Self-assessment	None	None
	Cross-assessment (assessment of another director)	None	None
Sustainable Development Committee	Group assessment	4	4
	Self-assessment	None	None
	Cross-assessment (assessment of another director)	None	None
Nomination and Remuneration Committee	Group assessment	3.71	4
	Self-assessment	None	None
	Cross-assessment (assessment of another director)	None	None

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	:	9
past year (times)		
Date of AGM meeting	:	25 Apr 2025
EGM meeting	:	No

Details of the board of directors' meeting attendance

Names of Board members	Meeting attendance of the board of directors			AGM meeting attendance			EGM meeting attendance		
	Attendance (times)	/	Meeting rights (times)	Attendance (times)	/	Meeting rights (times)	Attendance (times)	/	Meeting rights (times)

1. Mr. CHANIN KHAOCHAN (Chairman of the board of directors, Independent director)	9	/	9	1	/	1		/	
2. Mr. KAJORNKIET AROONPIRODJANAKUL (Director, Independent director)	8	/	9	1	/	1		/	
3. Mr. WATSON CHANSAJCHA (Director, Independent director)	9	/	9	1	/	1		/	
4. Mr. ANUPHAN KITNITCHIVA (Director, Independent director)	8	/	9	1	/	1		/	
5. Ms. SEERADA TIEMPRASERT (Director, Independent director)	8	/	9	1	/	1		/	
6. Mrs. NUANLADA NGAMTHANAPHAISARN (Director, Independent director)	9	/	9	1	/	1		/	

Names of Board members	Meeting attendance of the board of directors			AGM meeting attendance			EGM meeting attendance		
	Attendance (times)	/	Meeting rights (times)	Attendance (times)	/	Meeting rights (times)	Attendance (times)	/	Meeting rights (times)
7. Mr. SAKARIN TANGKAVACHIRANON (Director)	8	/	9	1	/	1		/	
8. Mr. Panu Boonsombat (Director)	9	/	9	1	/	1		/	
9. Mr. Wityavate Rakkulchon (Director)	2	/	2	0	/	0		/	
10. Mr. Kanut Sirisuwat (Director)	2	/	2	0	/	0		/	
11. Mr. Tharin Eampetcharapong (Director)	9	/	9	1	/	1		/	
12. Ms. Arisa Viddayakorn (Director)	4	/	5	0	/	0		/	
13. Mr. Krittavith Lertutsahakul (Vice-chairman of the board of directors)	7	/	7	1	/	1		/	
14. Mr. Pawat Thanawutsirawat (Director)	7	/	7	1	/	1		/	

Summary of the board of directors meeting attendance rate

Names of directors	Board of directors meeting attendance rate	AGM meeting attendance rate	EGM meeting attendance rate

Names of directors	Board of directors meeting attendance rate	AGM meeting attendance rate	EGM meeting attendance rate
1. Mr. CHANIN KHAOCHAN (Chairman of the board of directors)	9/9 (100.00%)	1/1 (100.00%)	N/A
2. Mr. KAJORNKIET AROONPIRODJANAKUL (Director)	8/9 (88.89%)	1/1 (100.00%)	N/A
3. Mr. WATSON CHANSAJCHA (Director)	9/9 (100.00%)	1/1 (100.00%)	N/A
4. Mr. ANUPHAN KITNITCHIVA (Director)	8/9 (88.89%)	1/1 (100.00%)	N/A
5. Ms. SEERADA TIEMPRASERT (Director)	8/9 (88.89%)	1/1 (100.00%)	N/A
6. Mrs. NUANLADA NGAMTHANAPHAISARN (Director)	9/9 (100.00%)	1/1 (100.00%)	N/A
7. Mr. SAKARIN TANGKAVACHIRANON (Director)	8/9 (88.89%)	1/1 (100.00%)	N/A
8. Mr. Panu Boonsombat (Director)	9/9 (100.00%)	1/1 (100.00%)	N/A
9. Mr. Wityavate Rakkulchon (Director)	2/2 (100.00%)	N/A	N/A
10. Mr. Kanut Sirisuwat (Director)	2/2 (100.00%)	N/A	N/A
11. Mr. Tharin Eampetcharapong (Director)	9/9 (100.00%)	1/1 (100.00%)	N/A
12. Ms. Arisa Viddayakorn (Director)	4/5 (80.00%)	N/A	N/A
13. Mr. Krittavith Lertutsahakul (Vice-chairman of the board of directors)	7/7 (100.00%)	1/1 (100.00%)	N/A

Names of directors	Board of directors meeting attendance rate	AGM meeting attendance rate	EGM meeting attendance rate
14. Mr. Pawat Thanawutsirawat (Director)	7/7 (100.00%)	1/1 (100.00%)	N/A
Average meeting attendance rate	95.40%	100.00%	N/A

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

In the event that a director is unable to attend a meeting of the Board of Directors, such absence is due to prior business commitments or overseas engagements that have been scheduled in advance. These commitments are of significant importance and cannot be postponed or delegated to others. In this regard, any director who is unable to attend the meeting will inform the Company in advance and will continue to keep abreast of the Company's information and operations on an ongoing basis.

Remuneration of the board of directors

Types of remuneration of the board of directors⁽⁵⁾

Remuneration of Board of Directors and Sub Committees

1. Monetary remuneration

In 2025, the Company held 9 Board of Directors meetings, 4 Audit Committee meetings, 5 Nomination and Remuneration Committee meetings, 15 Executive Committee meetings, 2 Corporate Governance Committee meetings, 3 Sustainable Development Committee meeting, and 4 Risk Management Committee meetings. The total meeting allowance for the Board of Directors and sub-committees amounted to Baht 1,120,000.00. Additionally, director bonuses from the 2024 performance, recorded as expenses in 2025, were paid in the amount of Baht 3,759,016.39, along with monthly director fees of Baht 4,500,000.00. The total compensation for directors was Baht 9,379,016.39.

Remark: However, the summary details of the remuneration for each board member in 2025, as shown in the table, do not match the total amount mentioned above because the details of four board members could not be included, namely:

1. Dr. Satit Viddayakorn, *the details that could not be included amounting Baht 211,475.41.*
2. Mrs. Unakorn Phruithithada, *the details that could not be included amounting Baht 141,393.44.*
3. Mr. Nattawuth Prasertsiripong, *the details that could not be included amounting Baht 146,311.48.*
4. Mr. Sillapaporn Srijunpetch, *the details that could not be included amounting Baht 94,262.30.*

2. Other remuneration

2.1 Medical allowance and annual health check-up The Company's director and the directors of PRINCs wholly-owned subsidiaries will obtain a medical allowance of Baht 1,000,000 per person per year at Princ Hospital Suvarnabhumi

2.2 Discount medical fee

- The Company's directors and the directors of PRINCs 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 PRINCs wholly-owned subsidiaries receive 30% for medical expenses at Princ Hospital Suvarnabhumi during the period that they are in the director position.

2.3 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 2025, 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 1,225,981.77.

*Remark: (5) * 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, Independent director)			1,135,163.93		0.00
Board of Directors (Chairman of the board of directors)	135,000.00	985,163.93	1,120,163.93	Yes	
Sustainable Development Committee (Member of the subcommittee)	15,000.00	0.00	15,000.00	No	
2. Mr. KAJORNKIET AROONPIRODJANAKUL (Director, Independent director)			1,058,606.56		0.00
Board of Directors (Director)	120,000.00	908,606.56	1,028,606.56	Yes	
Audit Committee (Chairman of the audit committee)	30,000.00	0.00	30,000.00	No	
3. Mr. WATSON CHANSAJCHA (Director, Independent director)			1,017,950.82		0.00
Board of Directors (Director)	135,000.00	822,950.82	957,950.82	Yes	

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
Audit Committee (Member of the audit committee)	20,000.00	0.00	20,000.00	No	
Corporate Governance Committee (The chairman of the subcommittee)	15,000.00	0.00	15,000.00	No	
Nomination and Remuneration Committee (Member of the subcommittee)	25,000.00	0.00	25,000.00	No	
4. Mr. ANUPHAN KITNITCHIVA (Director, Independent director)			1,230,000.00		50,000.00
Board of Directors (Director)	120,000.00	1,050,000.00	1,170,000.00	Yes	
Sustainable Development Committee (The chairman of the subcommittee)	22,500.00	0.00	22,500.00	No	
Nomination and Remuneration Committee (The chairman of the subcommittee)	37,500.00	0.00	37,500.00	No	
5. Ms. SEERADA TIEMPRASERT (Director, Independent director)			920,000.00		0.00
Board of Directors (Director)	80,000.00	840,000.00	920,000.00	Yes	

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
6. Mrs. NUANLADA NGAMTHANAPHAISARN (Director, Independent director)			778,852.46		0.00
Board of Directors (Director)	90,000.00	658,852.46	748,852.46	Yes	
Audit Committee (Member of the audit committee)	20,000.00	0.00	20,000.00	No	
Corporate Governance Committee (Member of the subcommittee)	10,000.00	0.00	10,000.00	No	
7. Mr. SAKARIN TANGKAVACHIRANON (Director)			920,000.00		40,000.00
Board of Directors (Director)	80,000.00	840,000.00	920,000.00	Yes	
8. Mr. Panu Boonsombat (Director)			390,000.00		0.00
Board of Directors (Director)	90,000.00	300,000.00	390,000.00	Yes	
Executive Committee (Member of the executive committee)	0.00	0.00	0.00	No	
9. Mr. Wityavate Rakkulchon (Director)			0.00		0.00

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
Board of Directors (Director)	0.00	0.00	0.00	Yes	
Executive Committee (The chairman of the executive committee)	0.00	0.00	0.00	No	
Sustainable Development Committee (Member of the subcommittee)	0.00	0.00	0.00	No	
Risk Management Committee (Member of the subcommittee)	0.00	0.00	0.00	No	
10. Mr. Kanut Sirisuwat (Director)			0.00		0.00
Board of Directors (Director)	0.00	0.00	0.00	Yes	
Executive Committee (Vice-chairman of the executive committee)	0.00	0.00	0.00	No	
Nomination and Remuneration Committee (Member of the subcommittee)	0.00	0.00	0.00	No	
Risk Management Committee (Member of the subcommittee)	0.00	0.00	0.00	No	

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
11. Mr. Tharin Eampetcharapong (Director)			300,000.00		0.00
Board of Directors (Director)	0.00	300,000.00	300,000.00	Yes	
Executive Committee (Vice-chairman of the executive committee)	0.00	0.00	0.00	No	
Risk Management Committee (Member of the subcommittee)	0.00	0.00	0.00	No	
12. Ms. Arisa Viddayakorn (Director)			405,000.00		0.00
Board of Directors (Director)	40,000.00	360,000.00	400,000.00	Yes	
Nomination and Remuneration Committee (Member of the subcommittee)	5,000.00	0.00	5,000.00	No	
13. Mr. Tawan Juengsman (Member of the executive committee)			0.00		0.00
Executive Committee (Member of the executive committee)	0.00	0.00	0.00	No	
Sustainable Development Committee (Member of the subcommittee)	0.00	0.00	0.00	No	

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
Risk Management Committee (Member of the subcommittee)	0.00	0.00	0.00	No	
14. Ms. Atiya Awachanakarn (Member of the executive committee)			0.00		0.00
Executive Committee (Member of the executive committee)	0.00	0.00	0.00	No	
Sustainable Development Committee (Member of the subcommittee)	0.00	0.00	0.00	No	
Corporate Governance Committee (Member of the subcommittee)	N/A	N/A	N/A	-	
15. Mr. Tawan Chitchulanon (Member of the executive committee)			0.00		0.00
Executive Committee (Member of the executive committee)	0.00	0.00	0.00	No	
Risk Management Committee (Member of the subcommittee)	0.00	0.00	0.00	No	

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
16. Mr. Athiwat Noiprasit (Member of the executive committee)			0.00		0.00
Executive Committee (Member of the executive committee)	0.00	0.00	0.00	No	
17. Ms. Preeyaporn Aphiwarthwittaya (Member of the executive committee)			0.00		0.00
Executive Committee (Member of the executive committee)	0.00	0.00	0.00	No	
18. Mr. NATTAWUTH PRASERTSIRIPONG (The chairman of the subcommittee)			30,000.00		321,388.00
Risk Management Committee (The chairman of the subcommittee)	30,000.00	0.00	30,000.00	No	
19. Mr. Krittavith Lertutsahakul (Vice-chairman of the board of directors)			300,000.00		0.00
Board of Directors (Vice-chairman of the board of directors)	0.00	300,000.00	300,000.00	Yes	
Executive Committee (The chairman of the executive committee)	0.00	0.00	0.00	No	

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
Nomination and Remuneration Committee (Member of the subcommittee)	0.00	0.00	0.00	No	
Sustainable Development Committee (Member of the subcommittee)	0.00	0.00	0.00	No	
Risk Management Committee (Member of the subcommittee)	0.00	0.00	0.00	No	
20. Mr. Pawat Thanawutsirawat (Director)			300,000.00		0.00
Board of Directors (Director)	0.00	300,000.00	300,000.00	Yes	
Executive Committee (Member of the executive committee)	0.00	0.00	0.00	No	
Risk Management Committee (Member of the subcommittee)	0.00	0.00	0.00	No	

Summary of the remuneration of each committee over the past year

Names of board members	Meeting allowance	Other monetary remuneration	Total (Baht)
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Names of board members	Meeting allowance	Other monetary remuneration	Total (Baht)
1. Board of Directors	890,000.00	7,665,573.77	8,555,573.77
2. Audit Committee	70,000.00	0.00	70,000.00
3. Executive Committee	0.00	0.00	0.00
4. Nomination and Remuneration Committee	67,500.00	0.00	67,500.00
5. Sustainable Development Committee	37,500.00	0.00	37,500.00
6. Risk Management Committee	30,000.00	0.00	30,000.00
7. Corporate Governance Committee	25,000.00	0.00	25,000.00

Summary of the remuneration of the board of directors

	2023	2024	2025
Meeting allowance (Baht)	765,000.00	862,500.00	1,120,000.00
Other monetary remuneration (Baht)	3,505,967.75	7,069,583.35	7,665,573.77
Total (Baht)	4,270,967.75	7,932,083.35	8,785,573.77

Remunerations or benefits pending payment to the board of directors

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

Mechanism for overseeing subsidiaries and : Yes
associated companies

Mechanism for overseeing management and taking : The appointment of representatives as directors,
responsibility for operations in subsidiaries and executives, or controlling persons in proportion to

associated companies approved by the board of directors

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.

Additionally, 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 over the past year : Yes

The Company places great importance on good corporate governance, recognizing that conducting business under transparent, fairness, and accountable governance principles is a key factor in building confidence among shareholders, investors, and all stakeholders. The Company has therefore established relevant policies and practices under its Corporate Governance Policy, including the Code of Conduct and Business Ethics, to serve as guiding frameworks for the performance of duties by directors, executives, and employees at all levels. These frameworks set the standards for conducting business with integrity, responsibility, and due regard for the best interests of the organization and its stakeholders.

In addition, the Company places importance on continuously communicating and fostering understanding of such policies and practices, carried out through training programs, dissemination of information via internal communication channels, and the promotion of an organizational culture grounded in ethical principles. These efforts aim to ensure that employees at all levels are aware of, understand, and are able to properly implement the policies and practices in their work, thereby contributing to the establishment of a transparent and efficient working system and reinforcing confidence among all stakeholders.

With regard to the prevention of conflicts of interest, the Company has established clear policies and practices to prevent and manage situations that may give rise to conflicts of interest. Such policies are implemented based on the principles of transparency, fairness, and integrity under sound business ethics, to ensure that business decisions are made rationally, independently, and with due consideration of the Company's best interests as the foremost priority.

The Company requires directors, executives, employees, as well as persons who may have conflicts of interest and/or related persons, to fully and transparently disclose information regarding their interests and those of their related parties to the Company. In addition, such persons must refrain from participating in the consideration, approval, or decision-making process for any transaction in which they have an interest. This measure aims to prevent any misuse of authority or actions that may adversely affect the interests of the Company and its shareholders as a whole.

Furthermore, the Company has established policies and criteria governing connected transactions and transactions that may involve conflicts of interest in compliance with applicable laws and regulations, including the requirements of the Securities and Exchange Commission and the Stock Exchange of Thailand. The Company has put in place procedures for the careful, transparent, and verifiable consideration and approval of such transactions. The details of connected transactions are also fully disclosed in the Annual Report and other relevant documents to ensure that shareholders and stakeholders are adequately informed in a transparent manner.

Number of cases or issues related to conflict of interest

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

Prevention of the use of inside information to seek benefits

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

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

The Company places great importance on maintaining the confidentiality of internal information and preventing the misuse of insider information for personal gain or for the benefit of others. Clear guidelines have therefore been established under the Companys Code of Conduct and Business Ethics to ensure that directors, executives, and employees at all levels strictly adhere to such principles in the performance of their duties. The Company recognizes that the proper and transparent management of internal information is an essential factor in building confidence among shareholders, investors, and stakeholders, as well as in enhancing the Companys standards of good corporate governance.

Under these guidelines, the Company requires personnel not to disclose any undisclosed material information to external parties and strictly prohibits the use of such insider information for personal benefit or for the benefit of others, whether directly or indirectly for example the use of insider information for trading in the Companys securities during periods when the Company is about to announce its operating results, or the use of the Companys strategic information for personal investment purposes.

In addition, the Company has established systematic measures and supervisory guidelines for executives and related persons to ensure compliance with applicable laws and regulations. The Company also provides education and awareness programs for directors and executives of various functions regarding their duties and responsibilities in reporting their securities holdings, including those of their spouses and minor children. Such programs also cover the legal penalties stipulated under the Securities and Exchange Act B.E. 2535 (1992), as well as the requirements of the Stock Exchange of Thailand, to ensure accurate and complete compliance with all relevant laws and regulations.

The Company requires directors and executives to report their holdings and any changes in the holdings of the Companys securities to the Securities and Exchange Commission in accordance with the prescribed rules. A copy of such report must also be submitted to the Company on the same day that the report is filed with the Securities and Exchange Commission, so that the Company can appropriately monitor and ensure compliance with the relevant requirements.

Furthermore, the Company has implemented a Securities Trading Policy for directors, executives, and employees to clearly define the guidelines for trading in the Companys securities. This includes the establishment of blackout periods prior to the disclosure of significant information, in order to prevent the use of insider information for securities trading and to promote transparency and fairness in the Companys operations for all shareholders and investors.

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

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

Anti-corruption action

Operations in anti-corruption in the past year

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

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 places great importance on conducting its business under the principles of good corporate governance, transparency, and accountability toward all stakeholders. The Company firmly believes that strong corporate governance and systematic anti-corruption measures are fundamental foundations for building trust and achieving sustainable long-term growth.

The Company has been granted membership certification from the *Thai Private Sector Collective Action Against Corruption (CAC)*, representing the second renewal of such certification. The certification is valid from 31 March 2024 to 31 March 2027. Receiving the CAC certification on this occasion reflects PRINCs commitment to conducting business with transparency, adhering to good governance principles, and maintaining concrete and effective management systems to prevent corruption risks. The Company has therefore established the following policies:

- 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.

In addition, the Company places importance on communicating and raising awareness of such policies and practices among all stakeholders, including employees, business partners, and suppliers, in order to ensure proper understanding and encourage consistent and continuous compliance. This approach helps foster an organizational culture grounded in integrity, transparency, and social responsibility.

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

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

Whistleblowing

Operations related to whistleblowing over the past year

Has the company implemented whistleblowing : Yes

procedures over the past year

The Company places great importance on promoting an organizational culture grounded in transparency, integrity, and social responsibility. The Company recognizes that an effective complaint handling and whistleblowing system is an important mechanism for preventing and detecting fraud or misconduct. The Company has therefore established a Whistleblowing Policy to provide an appropriate channel through which employees as well as external parties may report information or submit complaints regarding any actions that may constitute fraud, corruption, or violations of applicable laws, regulations, and business ethics in a convenient and secure manner.

The Company has established whistleblowing channels that are reliable, independent, and easily accessible. Whistleblowers may choose to disclose their identity or remain anonymous. This approach aims to assure whistleblowers that the information provided will be carefully and fairly considered, while also reducing concerns regarding potential consequences arising from such disclosure. In addition, the Company has implemented appropriate measures to protect whistleblowers and individuals who cooperate in providing information, in order to prevent them from being subject to retaliation, intimidation, harassment, or any adverse consequences as a result of their disclosure. The identity and information of whistleblowers will be kept strictly confidential, and all reported matters will be investigated with fairness and impartiality.

The Company requires personnel to report or disclose information through the established channels whenever they encounter or have knowledge of any actions that may constitute fraud or corruption. The Company will not impose any penalties or take any actions that may negatively affect whistleblowers who report such matters in good faith, even if subsequent investigations determine that the reported information is unfounded. However, in cases where information or allegations are intentionally reported with the intent to cause harm to others, or where false information is provided in bad faith, the Company will take appropriate disciplinary actions against the responsible parties in accordance with the Company's regulations.

Currently, the Company has established several complaint channels through which external parties may submit complaints or suggestions as follows:

1. 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
Klong Tan Nuea, Watthana, Bangkok, 10110

2. Website : www.principalcapital.co.th

3. Email : princ_secretarywhistle@princgroup.com

4. Telephone : +66 (2) 009-2015

Additionally, employees who wish to report concerns or submit complaints can contact

Internal Whistleblowing Committee : princ_internalwhistle@princgroup.com or

Company Secretary : princ_secretarywhistle@princgroup.com

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

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

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

Meeting attendance of audit committee

Meeting attendance of audit committee (times) : 4

List of Directors	Meeting attendance of audit committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	
1 Mr. KAJORNKIET AROONPIRODJANAKUL (Chairman of the audit committee)	4	/	4	4/4 (100.00%)
2 Mr. WATSON CHANSAJCHA (Member of the audit committee)	4	/	4	4/4 (100.00%)
3 Mrs. NUANLADA NGAMTHANAPHAISARN (Member of the audit committee)	4	/	4	4/4 (100.00%)
Average meeting attendance rate				(100.00%)

The results of duty performance of the audit committee

The Audit Committee of Principal Capital Public Company Limited has performed its duties in accordance with the responsibilities assigned by the Board of Directors and as stipulated in the Audit Committee Charter, which are aligned with the regulations and best practice guidelines of the The Securities and Exchange Commission, Thailand (SEC) and the The Stock Exchange of Thailand (SET). The Audit Committee has adhered to principles of independence, transparency, and good corporate governance in order to build confidence among shareholders and all stakeholders.

During the year 2025, the Audit Committee convened a total of four meetings. All members attended every meeting, representing 100% attendance, which reflects their commitment to fully performing their duties. In addition, the Audit Committee held one meeting with the external auditor without the presence of management to discuss the auditors independence and matters identified from the audit.

The Audit Committee also held discussions to consider various business and internal control matters, exchanged views, received clarifications, made inquiries, and provided useful recommendations to management, the internal

auditor, and the external auditor. The Committee emphasized enhancing corporate governance to address emerging risks, organizational sustainability, and governance practices. Details of its performance within the key areas of responsibility are as follows:

1) Review of the Company's Financial Statements

The Audit Committee reviewed the consolidated and separate quarterly financial statements and the annual financial statements for the year 2025 together with management and the external auditor. The review focused on the accuracy, completeness, and reliability of financial information, as well as the adequacy of disclosures in the notes to the financial statements in accordance with Thai Accounting Standards (TAS) and Thai Financial Reporting Standards (TFRS) applicable to public interest entities. The external auditor issued an unqualified opinion prior to submission to the Board of Directors for approval and public disclosure. Particular attention was given to the following matters:

- **Internal Control:** The Audit Committee reviewed with the external auditor the adequacy and appropriateness of the internal control system, covering operational, financial, and compliance aspects, to ensure that accounting information accurately reflected the Company's operating results and complied with relevant financial reporting standards.
- **Significant Accounting Matters:** The Audit Committee reviewed material transactions, accounting judgments, accounting estimates, revenue recognition from medical services, trade receivables (insurance counterparties and government schemes), allowance for doubtful accounts, and impairment testing of goodwill and other assets to ensure that the financial statements fairly reflected the business performance and that potential future risks were continuously monitored.
- **Liquidity and Debt Covenants:** The Audit Committee oversaw the Company's financial position, including identification of potential liquidity risks and risks of breaching debt covenants, and reviewed management's plans for additional funding arrangements.
- **Operating Performance:** The Audit Committee considered the Company's operating performance, which was affected by both internal and external factors, such as economic conditions and international relations situations impacting hospitals in the northeastern region.

Based on the review and discussions with all relevant parties, the Audit Committee is of the opinion that the Company's financial statements are accurate, complete, and reliable in all material respects and prepared in accordance with TAS and TFRS for public interest entities. The external auditor issued an unqualified opinion.

2) Review of Internal Control System and Internal Audit Function

The Audit Committee considered and approved the annual internal audit plan for 2025 and reviewed quarterly internal audit reports presented by the Head of Internal Audit. The Committee also continuously monitored the implementation of corrective actions based on audit recommendations, with emphasis on the following matters:

- **Internal Audit Enhancement and Development:** The Audit Committee is committed to elevating the internal audit function to international standards by driving risk-based auditing to prioritize significant risks to the hospital business. The Committee also encouraged the adoption of Artificial Intelligence (AI) and data analytics tools to enhance audit efficiency and accuracy. Furthermore, the Head of Internal Audit was encouraged to attend key meetings, such as Board of Directors and Risk Management Committee meetings, to be informed of strategic directions, identify emerging risks, and anticipate control issues in advance.
- **Audit Finding Follow-up:** The Audit Committee regularly monitored the progress of corrective actions, with particular focus on high-risk issues.
- **PDPA Compliance:** The Audit Committee placed significant importance on compliance with the Personal Data Protection Act (PDPA), particularly challenges in collecting and retaining consent forms from patients for the collection, use, or disclosure of personal data. Recommendations were provided to management to enhance awareness and continuous training for employees.
- **IT General Controls:** The Audit Committee reviewed IT general controls for key systems such as Centrix and PeopleSoft. In view of the plan to implement a new ERP system, the Committee proactively recommended

coordination with the external auditor to align on IT audit approaches to ensure a smooth system transition and a robust control environment from the outset.

In addition, the Audit Committee approved the revised Internal Audit Charter to align with the latest Global Internal Audit Standards 2024. This action reflects the Companys commitment to strengthening governance in line with international best practices and ensuring that the internal audit function operates in a modern and effective manner. Overall, the Audit Committee is of the opinion that the Company has an adequate and appropriate internal control system, that corrective actions based on internal and external audit recommendations are continuously followed up, and that the internal audit function operates independently and effectively.

3) Review of Connected Transactions, Acquisition and Disposal Transactions, and Potential Conflict of Interest Transactions

The Audit Committee reviewed connected transactions and transactions that may involve conflicts of interest to ensure appropriateness and compliance with relevant laws and regulations. In 2025, there were no transactions with other persons that may constitute conflicts of interest or connected transactions, except for normal business transactions between the Company and its subsidiaries. Such transactions were disclosed in the notes to the 2025 financial statements. The Audit Committee considered and concluded that these transactions were reasonable, conducted in the ordinary course of business, and on arms length terms and conditions.

4) Review of Compliance with Laws and Regulations

The Audit Committee reviewed compliance with the Securities and Exchange Act, regulations of the SEC and the SET, and other laws relevant to the Companys business, as well as compliance with the Companys internal regulations. The review was based on internal audit reports covering internal control and risk management assessments, as well as reports from the external auditor. The Committee emphasized to management the importance of keeping abreast of relevant laws and regulations to ensure that the Company conducts its business in full compliance.

5) Consideration of Risk Management

The Audit Committee acknowledged significant risks and monitored risk management activities, holding discussions and exchanging views with the Risk Management Committee to understand plans and approaches for managing key risks. The Audit Committee is of the opinion that the Companys risk management system is appropriate for its current business operations. The Committee also recommended aligning risk management plans with the COSO ERM framework, emphasizing litigation risk, medical staff shortage risk, accounts receivable risk, and climate-related risk to ensure preparedness in line with future business strategies.

6) Consideration and Oversight of the External Auditor

The Audit Committee oversaw the performance and independence of the external auditor, PricewaterhouseCoopers ABAS Ltd., throughout 2025. Key actions included:

- Independence: The Audit Committee assessed the independence of the external auditor and concluded that the auditor remained independent, with no issues that may give rise to conflicts of interest.
- Approval of Fees: The Audit Committee considered and approved non-audit service fees, including inventory destruction observation services for Principal Healthcare Sisaket Co., Ltd., and BOI application audits for Phitsanulok Ruam Phaet Co., Ltd. and Principal Healthcare Chumphon Co., Ltd., determining that such services did not impair audit independence.
- Coordination and Recommendations: The Committee discussed and provided direct recommendations to the external auditor, including suggesting a deeper understanding of business plans and different growth stages of each hospital to support goodwill impairment assessment analysis.

7) Consideration and Proposal for Appointment of External Auditor and Audit Fee for 2026

The Audit Committee considered the selection of the external auditor based on competence, expertise, professional knowledge, independence, past performance, and appropriateness of audit fees. The Board of Directors

therefore resolved to propose to the shareholders meeting the appointment of auditors from PricewaterhouseCoopers ABAS Ltd. (PwC) as the Company's external auditor for 2026 as follows:

1. Miss Yuwanan Manomivisit C.P.A. (Thailand) No. 9804 or
2. Miss Nopanuch Apichatsatien C.P.A. (Thailand) No. 5266 or
3. Mr. Krit Chatchavalwong C.P.A. (Thailand) No. 5016

Any one of the above auditors shall be authorized to audit and express an opinion on the Company's financial statements. In the event that the above auditors are unable to perform their duties, PricewaterhouseCoopers ABAS Ltd. shall designate another certified public accountant from the firm to act in their place.

Overall Opinion of the Audit Committee

The Audit Committee of Principal Capital Public Company Limited has performed its duties throughout 2025 with due care, prudence, and independence. Based on its oversight and reviews within the scope of its responsibilities, the Audit Committee is of the opinion that the Company has prepared its financial reports accurately in all material respects, has an adequate and appropriate internal control system, and that the internal audit function operates independently and effectively. The Company has effective risk management, complies strictly with applicable laws and regulations relating to hospital operations, and conducts its business transparently in accordance with good corporate governance principles.

Mr. Kajornkiet Aroonpirodjanakul
Chairman of the Audit Committee

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) : 15

List of Directors	Meeting attendance of Executive Committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	
1 Mr. Wityavate Rakkulchon (The chairman of the executive committee)	4	/	4	4/4 (100.00%)

List of Directors	Meeting attendance of Executive Committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	
2 Mr. Kanut Sirisuwat (Vice-chairman of the executive committee)	12	/	12	12/12 (100.00%)
3 Mr. Tharin Eampetcharapong (Vice-chairman of the executive committee)	15	/	15	15/15 (100.00%)
4 Mr. Pawat Thanawutsirawat (Member of the executive committee)	14	/	15	14/15 (93.33%)
5 Mr. Tawan Juengsman (Member of the executive committee)	11	/	12	11/12 (91.67%)
6 Mr. Panu Boonsombat (Member of the executive committee)	15	/	15	15/15 (100.00%)
7 Ms. Atiya Awachanakarn (Member of the executive committee)	14	/	15	14/15 (93.33%)
8 Mr. Tawan Chitchulanon (Member of the executive committee)	12	/	12	12/12 (100.00%)
9 Mr. Athiwat Noiprasit (Member of the executive committee)	4	/	4	4/4 (100.00%)
10 Ms. Preeyaporn Aphiwarthwittaya (Member of the executive committee)	15	/	15	15/15 (100.00%)
11 Mr. Krittavith Lertutsahakul (The chairman of the executive committee)	11	/	11	11/11 (100.00%)
Average meeting attendance rate				(98.03%)

The results of duty performance of Executive Committee

In 2025, the Executive Committee performed its duties as delegated by the Board of Directors, with a focus on driving sustainable growth in the healthcare services business, enhancing operational efficiency, and restructuring the organization to support future expansion. The Committee convened meetings at least once a month, and the key outcomes of its operations can be summarized under the following areas:

Business Expansion and Strategic Investments

- Expansion of the hospital network: Approved the investment for the construction of a new hospital in Kamphaeng Phet Province, and the acquisition of additional private hospitals, including projects in Kanchanaburi Province and Nakhon Ratchasima Province, in order to strengthen the Company's competitive position in strategic locations.

- Development of specialized medical centers: Supported the establishment of Cancer and Radiotherapy Centers, the development of Centers of Excellence, and the expansion of investments in In Vitro Fertilization (IVF) technology through collaboration with specialized partners.
- Investment in related businesses: Approved an investment in a healthcare solutions company (Serviso) to further strengthen and extend the value chain of the Company's core healthcare business.

Financial and Capital Structure Management

- Capital restructuring: Approved the reduction of the registered capital of a subsidiary (PRINH) to eliminate accumulated losses.
- Dividend policy: Considered and approved the principle of dividend payment to shareholders from retained earnings in order to enhance shareholder confidence and provide appropriate returns to stakeholders.
- Liquidity management: Monitored cash flow and arranged project financing from financial institutions to support ongoing hospital development projects within the network, while also considering alternative funding sources to serve as financial reserves for future business expansion.

Operational Excellence

- Organizational restructuring: Approved the establishment of HMS (Hospital Management Services) to centralize management functions and enhance service standards across hospitals within the network.
- Cost management: Emphasized policies to improve cost efficiency, particularly through effective workforce management, including the optimization of Full-Time Equivalent (FTE) Clinic staffing.
- Business portfolio optimization: Considered the discontinuation of unprofitable branches under the Kai Bann Kai Jai Clinic (KBKJ) community clinic model to reduce the negative impact on the Groups overall financial performance.

Digital Innovation and Marketing Initiatives

- Monitored the development of the ERP system and the PRINC Doctor System (PDS), while initiating the use of Artificial Intelligence (AI) to improve operational efficiency and reduce costs.
- Explored modern marketing channels to expand revenue streams through E-Commerce platforms (HugSook website) and the implementation of a Customer Relationship Management (CRM) system (HubSpot) to support MarTech-based marketing strategies, including the application of AI in marketing activities.

Sustainability and Risk Management

- ESG initiatives: Monitored ESG-related activities across all three dimensions, including the identification of material sustainability issues, the implementation of human rights initiatives, and various environmental projects. The Committee also oversaw the preparation of Carbon Footprint assessments for hospitals within the network, the Company's readiness for the FTSE Russell ESG Rating assessment, and the disclosure of sustainability-related information in accordance with IFRS S1 and IFRS S2 standards.
- Risk management: Monitored comprehensive risk management across strategic, financial, and clinical risks. This included overseeing the development of the PRINC Incident Report system for incident reporting, along with the establishment of preventive and corrective measures. The Committee also monitored the progress of hospitals within the network in obtaining internationally and nationally recognized accreditations such as JCI and HA, to enhance confidence among patients and service recipients.

The Executive Committee remains committed to performing its duties with transparency and prudence in order to deliver strong returns and improve the quality of life for the public through accessible and comprehensive healthcare services of high medical standards.

Mr. Wityavate Rukkulchon, (M.D.)

Chairman of the Executive 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			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	
1 Mr. ANUPHAN KITNITCHIVA (The chairman of the subcommittee, Independent director)	5	/	5	5/5 (100.00%)
2 Mr. Kittavith Lertutsahakul (Member of the subcommittee)	3	/	3	3/3 (100.00%)
3 Mr. WATSON CHANSAJCHA (Member of the subcommittee, Independent director)	5	/	5	5/5 (100.00%)
4 Ms. Arisa Viddayakorn (Member of the subcommittee)	1	/	1	1/1 (100.00%)
5 Mr. Kanut Sirisuwat (Member of the subcommittee)	1	/	1	1/1 (100.00%)
Average meeting attendance rate				(100.00%)

The results of duty performance of Nomination and Remuneration Committee

In 2025, the Nomination and Remuneration Committee convened a total of five meetings. The Committee monitored and supervised the implementation of its responsibilities in accordance with the duties prescribed in its Charter, and regularly reported its performance and recommendations to the Board of Directors for consideration. The key activities undertaken during 2025 are summarized as follows:

1. Nomination

- The Committee carried out the nomination process by identifying, considering, and proposing individuals with appropriate qualifications, knowledge, capabilities, and experience that are beneficial to the Company's business operations for appointment to key positions, as follows:
 - Two senior executives in the hospital business line, while also considering an organizational management approach involving two Co-Chief Executive Officers (Co-CEOs) to strengthen management capabilities and support the Company's continued growth.
 - Three members of the Board of Directors and Board Committees, selected in accordance with the Board Skill Matrix to ensure that the Board structure reflects diversity in skills, expertise, and professional experience aligned with the Company's strategic direction and business objectives.

2. Remuneration and Performance Evaluation

- Established guidelines for the performance evaluation of senior executives (C-Level) using OKR as the basis for semi-annual performance assessments. A representative from the Nomination and Remuneration Committee also participated in the evaluation process to enhance transparency and mitigate potential personal bias in the assessment.

- Reviewed the annual bonus criteria for 2025, with particular emphasis on EBITDA and Operating Cash Flow indicators to better reflect the hospitals actual operational performance, and proposed further development of the performance-based remuneration framework.
- Reviewed the annual salary adjustment policy and employee benefits to ensure appropriateness, fairness, and competitiveness within the industry, while also supporting the retention of high-potential personnel within the organization.
- Considered the remuneration structure of the Board of Directors and Board Committees, taking into account their responsibilities, the Company's performance, and remuneration levels within the industry, before proposing the structure to the Board of Directors and the shareholders meeting for approval.

3. Corporate Governance

- Updated the Board Skill Matrix to align with future business directions and technological developments, and conducted a review of directors competencies to ensure they remain current and relevant in supporting the Board's governance responsibilities and strategic decision-making.
- Considered adopting Board of Directors evaluation form developed by the Thai Institute of Directors Association (IOD) for use in evaluating the performance of the Board both collectively and individually, with the aim of elevating corporate governance standards in line with international best practices.
- Reviewed the Nomination and Remuneration Committee Charter to ensure that it remains modern, clear, and aligned with its roles and responsibilities in promoting good corporate governance.

The Nomination and Remuneration Committee performed its duties with prudence, transparency, and fairness, adhering to the principles of good corporate governance and focusing on creating sustainable value for the business for the utmost benefit of the Company and all stakeholders.

Mr. Watson Chansajcha

Chairman of the Nomination and Remuneration Committee

Meeting attendance of Sustainable Development Committee

Meeting Sustainable Development Committee : 3
(times)

List of Directors	Meeting attendance of Sustainable Development Committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	
1 Mr. ANUPHAN KITNITCHIVA (The chairman of the subcommittee, Independent director)	3	/	3	3/3 (100.00%)

List of Directors	Meeting attendance of Sustainable Development Committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	
2 Mr. Kittavith Lertutsahakul (Member of the subcommittee)	2	/	2	2/2 (100.00%)
3 Ms. Atiya Awachanakarn (Member of the subcommittee)	3	/	3	3/3 (100.00%)
4 Mr. CHANIN KHAOCHAN (Member of the subcommittee, Independent director)	3	/	3	3/3 (100.00%)
5 Mr. Wityavate Rakkulchon (Member of the subcommittee)	1	/	1	1/1 (100.00%)
6 Mr. Tawan Juengsman (Member of the subcommittee)	2	/	2	2/2 (100.00%)
Average meeting attendance rate				(100.00%)

The results of duty performance of Sustainable Development Committee

In 2025, the Sustainability Development Committee undertook various initiatives in order to fulfill its duties and responsibilities in supporting the Board of Directors in advancing the Company's sustainability agenda. The Committee ensured that such initiatives were conducted in compliance with applicable laws, regulations, and both domestic and international standards, under the framework of good corporate governance and the Company's sustainability development principles. The approach emphasizes appropriateness, transparency, and accountability, covering three key dimensions: Environmental, Social, and Economic and Governance aspects, while also fostering confidence and trust among all stakeholder groups. Key activities are summarized as follows:

1. The Committee reviewed and reinforced the governance framework by proposing the appointment of the Chief Executive Officer and the executive responsible for the Shared Services operations to serve as members of the Sustainability Development Committee. This enhancement aims to improve the effectiveness of driving sustainability initiatives and to further integrate sustainability practices into operational implementation across the organization.
2. The Committee monitored the results of the SET ESG Rating 2024 assessment, in which the Company achieved an AA rating, and prepared for participation in the FTSE Russell ESG Rating assessment. This initiative serves as a foundation for improving the Company's sustainability disclosure in alignment with international standards.
3. The Committee continued to drive the organization to consistently prepare its greenhouse gas inventory and encouraged the establishment of greenhouse gas reduction pathways in alignment with the Science Based Targets initiative (SBTi) framework. Emphasis was placed on transparent measurement processes starting from the early stages of new hospital construction projects. The Committee also assigned the management team to develop a clear roadmap for Energy Saving initiatives and waste management with the goal of achieving Zero Waste in a concrete manner. During the year, solar energy systems were installed at an additional hospital, and plans were prepared to expand the implementation of the Automatic Voltage Regulator (AVR) system to reduce electricity consumption from one hospital to five additional hospitals within the network.

4. The Committee oversaw and provided recommendations on the application of innovations to enhance resource management efficiency. Progress of the Water Saving Faucet pilot project was monitored, with particular attention given to evaluating cost-effectiveness alongside hygiene standards, as well as exploring opportunities to expand the initiative into research projects eligible for tax incentives. In addition, the Committee supported collaboration with the National Innovation Agency (NIA) through the Innovators Journey program, which aims to promote the development of an innovation ecosystem. This initiative provides opportunities for young innovators to participate in the development of hospital wastewater treatment systems in a practical and meaningful manner.
5. The Committee oversaw the expansion of human rights initiatives by monitoring the Company's participation in the Human Rights Model Organization assessment to ensure that the human rights policy is implemented systematically and applied inclusively and equally across all groups. To date, five hospitals within the network have received such recognition, and the Committee will continue to monitor and encourage further expansion of this initiative across other hospitals in the network.

In this regard, the Sustainability Development Committee remains committed to closely supervising, monitoring, and supporting the management team to ensure that the implementation of strategies and initiatives continues to create long-term value for the Company and its stakeholders in a sustainable manner.

Mr.Chanin Khaochan

Chairman of the Sustainable Development Committee

**Remark: Dr. Anuphan Kitnitchiva, (Ph.D.) resigned from his position as Chairman of the Sustainability Development Committee, effective 26 January 2026. In this regard, the Board of Directors has resolved to appoint Mr. Chanin Khaochan as Chairman of the Sustainability Development Committee in replacement, effective from 27 February 2026 onward.*

Meeting attendance of Risk Management Committee

Meeting Risk Management Committee (times) : 4

List of Directors	Meeting attendance of Risk Management Committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	
1 Mr. NATTAWUTH PRASERTSIRIPONG (The chairman of the subcommittee)	4	/	4	4/4 (100.00%)
2 Mr. Kittavith Lertutsahakul (Member of the subcommittee)	3	/	3	3/3 (100.00%)

List of Directors	Meeting attendance of Risk Management Committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	
3 Mr. Tharin Eampetcharapong (Member of the subcommittee)	4	/	4	4/4 (100.00%)
4 Mr. Pawat Thanawutsirawat (Member of the subcommittee)	4	/	4	4/4 (100.00%)
5 Mr. Wityavate Rakkulchon (Member of the subcommittee)	3	/	3	3/3 (100.00%)
6 Mr. Tawan Juengsman (Member of the subcommittee)	3	/	3	3/3 (100.00%)
7 Mr. Tawan Chitchulanon (Member of the subcommittee)	3	/	3	3/3 (100.00%)
8 Mr. Kanut Sirisuwat (Member of the subcommittee)	1	/	1	1/1 (100.00%)
Average meeting attendance rate				(100.00%)

The results of duty performance of Risk Management Committee

In 2025, the Risk Management Committee of Principal Capital Public Company Limited performed its duties in overseeing, supervising, and monitoring the Companys enterprise risk management in order to support the Groups growth strategy, business expansion, and sustainable operations. The Committee ensured that risk management practices were aligned with good corporate governance principles by linking corporate strategy with enterprise risk management through the preparation of a Corporate Risk Profile and the classification of risks into seven categories: strategic risk, legal and regulatory compliance risk, financial risk, operational risk, clinical risk, environmental, social and governance (ESG) risk, and emerging risk. This approach was adopted to ensure that risk management is aligned consistently across the organization.

The Committee considered and selected risks with high impact on the organization and identified key enterprise-level risks for close monitoring. Management was assigned to prepare risk management plans and report progress to the Committee. In 2025, the Risk Management Committee attended meetings, held discussions, and exchanged views with management, internal auditors, and external auditors on relevant matters on a total of 4 meetings. Information presented covered the following areas:

Financial Aspect: The Risk Management Committee monitored the Companys cash flow and liquidity management to support investment plans and business expansion. Cash flow information was considered, comprising actual operating results for the first six months and projections for the following six months, in order to assess the financial position and future outlook. Recommendations were provided regarding funding sources and the management of financial obligations.

Operational Aspect: The Committee oversaw clinical risks by monitoring quality and patient safety indicators, incident reporting, and the management of cases with potential medical litigation risk. Recommendations were provided to prevent recurrence and to enhance service standards across hospitals within the Group.

In addition, the Risk Management Committee monitored risks related to medical human resources, particularly shortages in key specialties, workforce management, and measures to support personnel rotation within the network to mitigate operational impacts and support organizational growth. In the same year, the Committee began integrating sustainability-related risks into the enterprise risk management process, covering human rights risks and climate change risks, in order to prepare for future disclosure requirements and to support strategic decision-making.

The Risk Management Committee performed its duties with prudence, independence, and a proactive approach to strengthen the Companys risk management framework, support stable business growth, and build confidence among shareholders and stakeholders.

Mr. Nattawuth Prasertsiripong, (M.D.)

Chairman of the Risk Management Committee

Meeting attendance of Corporate Governance Committee

Meeting Corporate Governance Committee : 2
(times)

List of Directors	Meeting attendance of Corporate Governance Committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	
1 Mr. WATSON CHANSAJCHA (The chairman of the subcommittee, Independent director)	2	/	2	2/2 (100.00%)
2 Mrs. NUANLADA NGAMTHANAPHAISARN (Member of the subcommittee, Independent director)	2	/	2	2/2 (100.00%)
3 Ms. Atiya Awachanakarn (Member of the subcommittee)	2	/	2	2/2 (100.00%)
Average meeting attendance rate				(100.00%)

The results of duty performance of Corporate Governance Committee

The Corporate Governance Committee comprises three directors, with more than half being independent directors. The Committee emphasizes the independent performance of its duties to ensure that the Company upholds excellent corporate governance practices, with transparency and fairness toward all stakeholders. In 2025, the Corporate Governance Committee convened a total of two meetings, with the key activities summarized as follows:

Review and Improvement of Corporate Governance Policies

- Reviewed the Corporate Governance Committee Charter to ensure that the composition and terms of office of committee members comply with the applicable requirements.
- Considered revisions to the Human Rights Policy, approving enhancements to provide clearer provisions regarding labor rights and childrens rights, in alignment with international standards and the Companys business context involving pediatric patients. The revisions also emphasize gender equality and womens rights.

- Reviewed the Corporate Governance Policy (CG Policy) and proposed strengthening its application in relation to the use of Artificial Intelligence (AI) to prevent data leakage, as well as the storage of information on cloud systems. Management was also assigned to review related operational processes to ensure alignment with the policy.
- Considered the Securities Trading Policy for directors, executives, and employees, with the aim of establishing appropriate rules and practices to ensure transparency and to prevent the misuse of inside information.

Monitoring Compliance with Good Corporate Governance Principles

- Monitored the Company's 2025 CG Rating assessment, in which the Company achieved a total score of 95 points, equivalent to a 5-star (Excellent) rating. Although the rating was accompanied by an asterisk in accordance with the evaluators' new conditions, the Committee instructed management to provide appropriate clarification and management approaches in the One Report and to report such matters at the Annual General Meeting of Shareholders (AGM) to ensure transparency.
- Conducted random reviews and oversight of procurement processes and construction supervision, acknowledging the operational framework based on the four pillars of corporate governance, namely transparency, fairness, accountability, and business ethics. Emphasis was placed on the use of the ERP system to ensure that all processes are traceable and that supplier performance evaluations are conducted on a continuous basis.
- Provided recommendations to establish corporate governance standards by developing a Corporate Governance workflow and a Compliance Manual applicable to all business units within the group, to serve as a reference framework and ensure that all operations comply with relevant regulations.
- Provided opportunities for minority shareholders to propose agenda items for the shareholders meeting and to nominate qualified individuals for consideration for election as directors in advance of the 2026 Annual General Meeting of Shareholders, during the period from 30 October 2025 to 31 December 2025.

The Corporate Governance Committee remains committed to promoting strong governance values within the organization and continuously enhancing operational standards to keep pace with evolving technologies and regulatory requirements. The Committee focuses on creating sustainable value for the business while strengthening long-term trust among shareholders and all stakeholders.

Mr. Watson Chansajcha
Chairman of the Corporate Governance 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).

Sustainability management goals

Does the company set sustainability management : Yes
goals

1. Identification and Assessment of Material Sustainability Topics

Over the past year, the economic slowdown, uncertainty arising from unrest in border areas, and adjustments within the health insurance sector have influenced public behavior and patterns of healthcare service utilization. In this context, the Company has reviewed the business environment and stakeholder expectations to identify and prioritize sustainability issues that are material to the Companys operations and long-term growth.

This process also supports the Companys strategic planning to drive the business in alignment with sustainability principles. Accordingly, emerging trends have been incorporated as key considerations in assessing potential risks and opportunities across multiple dimensions. The process for identifying and determining material issues is outlined in the following steps:

1. Identification of Key Trends and Sustainability Topics

The Company conducted a comprehensive review covering:

- Global megatrends and emerging developments
- Sustainability issues prioritized at the international level
- Changes in laws, regulations, and regulatory requirements
- Stakeholder engagement and feedback collection

2. Classification of Material Topics under the ESG Framework

Material topics were categorized through consideration of:

- Results from previous materiality assessments
- Sustainability priorities identified by responsible internal functions
- Business-specific material issues relevant to the healthcare sector

3. Assessment of Outward Impacts (Inside-Out Perspective)

External impacts generated by the Companys operations were evaluated based on:

- Severity of impact
- Scope of impact
- Irremediability of impact
- Likelihood of occurrence
- Mitigation capability

4. Assessment of Inward Impacts (Outside-In Perspective)

Potential impacts on the organization were assessed across:

- Financial implications
- Business growth impacts
- Legal and regulatory exposure
- Corporate image and reputational risks

5. Senior executives from multiple functional areas jointly reviewed the assessment results before submission to the Top Executive.

6. Material sustainability topics were subsequently approved by the Executive Committee and the Sustainable Development Committee.

2. Categorization of Material Topics

The Company classified material sustainability topics into three ESG dimensions:

Environmental (4 Topics)	Social (4 Topics)	Governance and Economic (8 Topics)
<ul style="list-style-type: none"> ● Water Stewardship ● Waste Management ● Energy Management ● Climate Change 	<ul style="list-style-type: none"> ● Human Rights, Diversity, Equity and Inclusion ● Talent Development, Attraction, and Retention ● Employee Well-being, Occupational Health, and Safety ● Access to Healthcare Services and Community Well-being 	<ul style="list-style-type: none"> ● Personal Data Breaches and Data Security ● Service Quality, Safety, and Customer Satisfaction ● Business Integrity ● Risk and Crisis Management ● Supply Chain Management ● Innovation and Technology ● Digitalization and Digital Transformation ● Strategic Partnership and Collaboration for Sustainable Development

3. Impact Assessment of Material Sustainability Topics

The Company continues to apply a double materiality approach, evaluating sustainability topics from both:

- the impact created by the organization (inside-out), and
- the impact affecting the organization (outside-in).

Criteria for External Impact Assessment

- Severity
- Scope
- Irremediability
- Likelihood
- Mitigation effectiveness

Material topics were analyzed in terms of risks and opportunities across economic, social, and environmental dimensions.

Materiality Topic	Risk			Opportunity		
	Economic	Social	Environment	Economic	Social	Environment
Water Stewardship	/	/	/	/	/	/
Waste Management	/	/	/	/	/	/
Energy Management	/		/	/		/
Climate Change	/	/	/	/	/	/
Human Rights, Diversity, Equity and Inclusion	/	/			/	
Talent Development, Attraction, and Retention	/	/		/	/	
Employee Well-being, Occupational Health, and Safety	/	/			/	
Access to Healthcare Services and Community Well-being	/	/		/	/	
Personal Data Breaches and Data Security	/	/				
Service Quality, Safety, and Customer Satisfaction	/	/		/	/	
Business Integrity	/					
Risk and Crisis Management	/			/		
Supply Chain Management	/	/	/	/		
Innovation and Technology				/	/	/
Digitalization and Digital Transformation				/	/	/
Strategic Partnership and Collaboration for Sustainable Development				/	/	/

Organizational Impact Evaluation Criteria

Internal impacts were assessed across three key dimensions:

- Financial and business growth impact
- Reputation and stakeholder trust
- Regulatory impact

Assessment criteria are aligned with the Company's enterprise risk management framework.

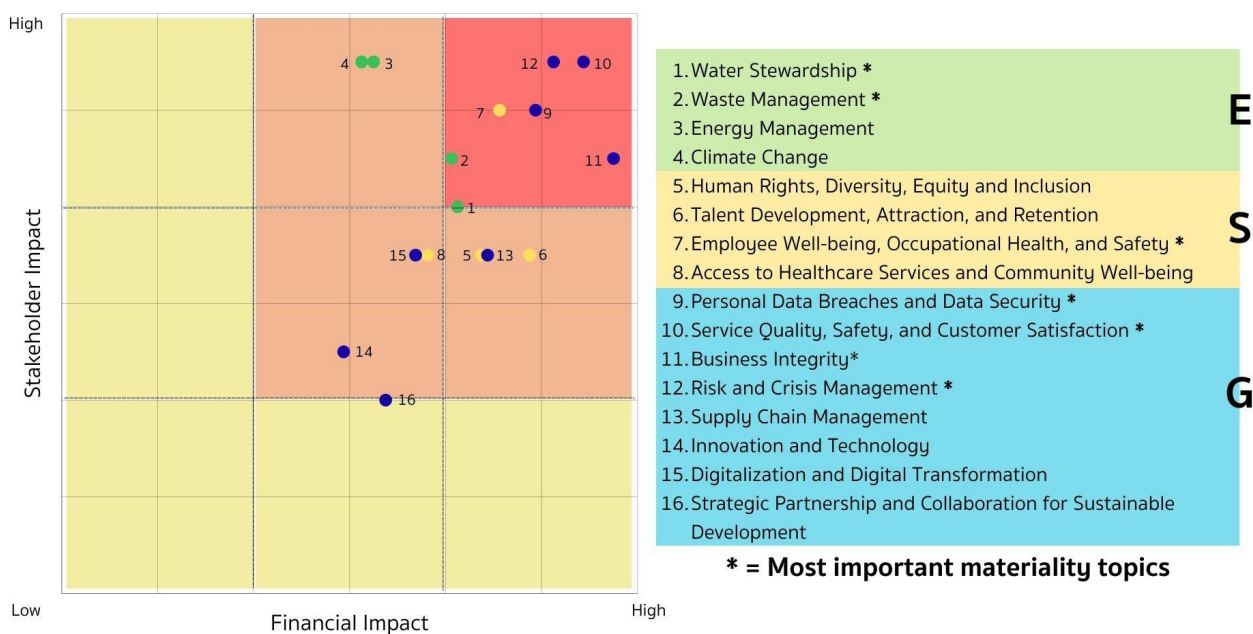
Score	Business Growth / Financial		Reputation/Trust	Regulatory
	Risk	Opportunities		
0 = No Impact	No financial impact or loss of future revenue.	No financial impact or future revenue generation.	No impact on the company's reputation or credibility.	No legal or regulatory impact.
1 = Low	Minor financial impact, such as increased costs, increased expenses, or revenue loss not exceeding THB 1 million.	Minor financial impact, such as additional revenue generation not exceeding THB 1 million.	<ul style="list-style-type: none"> ● Impact on organizational image or reputation within the organization, affiliated companies, or contractual partners. ● Community or stakeholder concerns arise, including complaints submitted via letters, emails, or requests for meetings to seek clarification from the company. 	Verbal warning received but not in violation of the law.
2 = Moderate	Moderate financial impact, such as increased costs, increased expenses, or loss of revenue or sales opportunities exceeding THB 1 million but not exceeding THB 10 million.	Moderate financial impact, such as increased revenue generation or business opportunities valued at more than THB 1 million but not exceeding THB 10 million.	<ul style="list-style-type: none"> ● Impact on reputation at the contractual partner level. ● Significant dissatisfaction from communities or stakeholders. ● Complaints submitted to government authorities or non-governmental organizations (NGOs). ● Loss of trust and reputation at the local level. 	<ul style="list-style-type: none"> ● Receipt of an official warning letter from regulatory authorities. ● Or subject to legal penalties or fines.
3 = High	Significant financial impact, including increased costs, increased expenses, or loss of revenue or sales opportunities exceeding THB 10 million.	High financial impact, including increased revenue generation or business opportunities valued at more than THB 10 million.	<ul style="list-style-type: none"> ● Widespread reputational impact at the social media level. ● Severe opposition or protests from communities, the public, or stakeholders. ● Loss of trust and reputation at the national level. 	<ul style="list-style-type: none"> ● Temporary or partial suspension of operations. ● Or revocation of license / business closure.

4. Prioritization of Material Topics

After identifying material sustainability topics, the Company conducted a prioritization process and obtained the results identifying seven sustainability topics with the highest impact on both stakeholders and the organization, as follows:

1. Water Stewardship
2. Waste Management
3. Employee Well-being, Occupational Health, and Safety
4. Personal Data Breaches and Data Security
5. Service Quality, Safety, and Customer Satisfaction
6. Business Integrity
7. Risk and Crisis Management

Materiality Assessment Matrix



5. Verification and Disclosure of Material Topics

All material sustainability topics were reviewed by senior executives across diverse functional areas to ensure comprehensive coverage across all dimensions. The review included executives from Human Resources, Engineering and Construction, Administration, Sustainability, Marketing, and Medical functions.

The material topics were subsequently reviewed by the Top Executive prior to submission to the Executive Committee and the Sustainability Development Committee.

The Companys material sustainability topics are disclosed in the Annual Report (Form 56-1 One Report).

6. Corporate Sustainability Targets

Short-Term Targets

- Expand hospital operations into secondary cities to address community healthcare needs, strengthen family institutions by enabling employees to return to their hometowns, and uplift local economies through local employment, with a target of 20 hospitals.
- Enhance medical service standards through accreditation by the Healthcare Accreditation Institute (HA) and Joint Commission International (JCI), targeting HA certification for all hospitals and international accreditation for hub hospitals.
- All hospitals within the network must obtain Green & Clean Hospital certification from the Department of Health.

- Strengthen transparency and employee care practices by achieving recognition as an Outstanding Establishment in Labour Relations and Welfare, and as a Model Establishment in Safety, Occupational Health, and Working Environment, with the target of receiving such awards or certifications across all hospitals.
- Develop internal personnel capabilities alongside external recruitment, with the objective of establishing successors across 20 hospitals to support business expansion.
- Promote educational support for children of low-income employees, targeting 100% coverage for eligible employees children.
- Create employment opportunities for persons with disabilities through direct hospital employment and through collaboration with the Social Innovation Foundation or under Section 35 of the Social Security Act, with direct employment expanding in line with business growth.
- Achieve zero complaints regarding sensitive issues, including unfair treatment or inequality related to religion, nationality, gender identity, or other factors.
- Achieve zero lost-time injuries (LTIFR Loss Time Injury Frequency Rate = 0).
- Collaborate in developing community-based products from local areas where hospitals operate and integrate them into hospital operations, with continuous annual development targets.
- Ensure 100% of critical direct suppliers (critical tier 1) and critical indirect suppliers (critical non-tier 1) undergo sustainability performance assessments.
- Manage waste effectively with a general waste to recyclable waste ratio of 50:50, and infectious waste generation not exceeding 0.4 per bed.
- Increase the use of environmentally friendly materials in hospital construction and renovation processes.
- Reduce greenhouse gas emissions per service unit by 5% compared to the previous year.
- Reduce electricity consumption per service unit by 10% compared to the previous year.
- Increase the proportion of clean energy consumption across the network to 20% by 2028.
- Reduce water consumption per service unit by 10% compared to the previous year.
- Implement water reduction initiatives, targeting all hospitals to reuse treated wastewater within operations.

Long-Term Target

Implement operations that reduce greenhouse gas emissions, with the target of achieving Net Zero Greenhouse Gas Emissions by 2049.

United Nations SDGs that align with the organization's sustainability management goals	: Goal 1 No Poverty, Goal 1 No Poverty, Goal 3 Good Health and Well-being, Goal 3 Good Health and Well-being, Goal 4 Quality Education, Goal 4 Quality Education, Goal 5 Gender Equality, Goal 6 Clean Water and Sanitation, Goal 6 Clean Water and Sanitation, Goal 7 Affordable and Clean Energy, Goal 7 Affordable and Clean Energy, Goal 8 Decent Work and Economic Growth, Goal 8 Decent Work and Economic Growth, Goal 10 Reduce Inequalities, Goal 10 Reduce Inequalities, Goal 11 Sustainable Cities and Communities, Goal 11 Sustainable Cities and Communities, Goal 12 Responsible Consumption and Production, Goal 12 Responsible Consumption and Production, Goal 13 Climate Action, Goal 13 Climate Action, Goal 16 Peace, Justice and Strong Institutions, Goal 16 Peace, Justice and Strong Institutions, Goal 17 Partnerships for the Goals, Goal 17 Partnerships for the Goals
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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 : Yes
of sustainable management over the past year

Has the company changed and developed the : Yes
policy and/or goals of sustainable management over
the past year

Over the past year, the Company has reviewed and refined its sustainability targets to align with the evolving business landscape and stakeholder expectations. As part of this process, an additional target has been introduced to ensure that Human Rights Due Diligence is conducted across all hospitals within the network, strengthening the Companys systematic management of human rights risks in line with international practices.

At the same time, the Company has achieved a key milestone in relation to its existing commitments. In 2025, the Company successfully met its target of obtaining the Green and Clean Hospital certification, with all hospitals within the network receiving the certification as planned. This achievement reflects the Companys ongoing commitment to enhancing environmental management and hygiene standards across its healthcare facilities.

Information on impacts on stakeholder management in business value chain

Business value chain

The companys 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.
- Application of Artificial Intelligence (AI) to support medical diagnosis, clinical decision-making, and healthcare data management in collaboration with physicians and nurses, with the aim of enhancing treatment efficiency, improving service accuracy, and strengthening the overall patient experience in the long term.

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.
- Application of Artificial Intelligence (AI) to support medical data analytics, disease diagnosis, and the enhancement of organizational operational efficiency.

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.

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 	<ol style="list-style-type: none"> 1. Fair compensation and benefits. 2. Career growth and job security. 3. Continuous development of capabilities and skills. 4. Fairness, equity, and equality. 5. Adequate facilities and equipment to support job performance. 6. Support with appropriate staffing levels. 7. Positive working environment. 8. Promotion of self-worth and self-value. 9. Physical work environment 	<ol style="list-style-type: none"> 1. Annual salary adjustments benchmarked against industry standards, along with annual bonus payments. 2. Special incentive compensation provided to boost morale in hospitals experiencing increased workloads. 3. Provision of a knowledge-based loan welfare program in collaboration with Noburo Platform Co., Ltd. to support employees with credit bureau records. 4. Enhancement of employees financial literacy through investment and financial management 	<ul style="list-style-type: none"> • Social Event • Online Communication • Internal Meeting • Complaint Reception • Employee Engagement Survey • Satisfaction Survey • Others <ul style="list-style-type: none"> • Employee development and training needs assessment • Conducting Focus Groups and Organization Development Workshops • Annual Performance Evaluation and 360-Degree Assessment • Meeting with Senior Executives through the Annual Success Partner Meeting (Townhall) • The Welfare Committee in each hospital

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
	<p>and safety.</p> <p>10. Worklife balance.</p>	<p>programs delivered by partner organizations.</p> <p>5. Adjustment of wages in compliance with the national minimum wage regulation effective 1 July 2025.</p> <p>6. Implementation of capability enhancement programs for supervisors and managers to support career progression, including internal talent selection to participate in the PRINC Next-Dot Season 2 program, an intensive and comprehensive development initiative preparing high-potential employees for advancement to</p>	

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
		<p>Executive Director positions and Hospital Executive Director.</p> <p>7. Further development of the Individual Development Plan (IDP) framework in 2025, incorporating a more systematic performance and development outcome tracking mechanism.</p> <p>8. Establishment of an annual training plan and expansion of learning modules via the e-learning platform to leverage technology in enhancing employee learning effectiveness.</p> <p>9. Communication of corporate</p>	

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
		<p>performance and strategic direction to employees through hospital-level town halls (conducted at least once annually at every hospital), alongside quarterly networking initiatives to strengthen cross-functional collaboration.</p> <p>10. Annual disclosure of clear criteria for salary increment evaluations and bonus allocations to ensure transparency and consistency.</p> <p>11. Provision of complimentary influenza vaccinations for employees, with vaccines offered to employees family members at cost</p>	

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
		<p>price.</p> <p>12. Procurement of standardized protective equipment and annual workplace inspections to ensure alignment with occupational health and safety standards, with continuous improvement measures implemented as required.</p> <p>13. Workforce management across the network based on seasoning principles to optimize staffing allocation, alleviate employee workload, and sustain hospital service efficiency.</p> <p>14. Organized or participated in initiatives that promote intellectual well-being and mental</p>	

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
		<p>health, such as hosting workshops (e.g., scented candle workshops), implementing the Mind Friend Clinic initiative, and participating in the WellnessCNB program.</p>	
<ul style="list-style-type: none"> • Specialists 	<ol style="list-style-type: none"> 1. Treatment standards across hospitals in the network. 2. Continuous development of medical treatment capabilities. 3. Upgrading treatment with modern medical equipment. 4. Applying appropriate technology to enhance service quality. 	<ol style="list-style-type: none"> 1. Ongoing accreditation and recertification of hospital quality standards by both domestic and international accrediting bodies, ensuring continuous compliance and sustained excellence in healthcare delivery. 2. Enhancement of medical secretary competencies through alignment with the Quality Center and the 	<ul style="list-style-type: none"> • Visit • Internal Meeting • External Meeting • Complaint Reception • Employee Engagement Survey • Training / Seminar • Others <ul style="list-style-type: none"> • Networking and Social Gathering Activities

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
		<p>establishment of network-wide standards, strengthening physician support functions across the organization.</p> <p>3. Regular organization of seminars and knowledge-sharing sessions for physicians and nurses, along with engagement activities to foster stronger professional relationships. In 2026, the initiative will be further expanded to integrate collaboration across the entire network.</p> <p>4. Development of a physician network to elevate clinical excellence and reinforce treatment</p>	

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
		capabilities at the network level.	
<u>External stakeholders</u>			
<ul style="list-style-type: none"> • Customers 	<ol style="list-style-type: none"> 1. Reasonable medical treatment costs. 2. Quality healthcare services. 3. Diverse services that meet needs. 4. High standards of service. 5. Promotion of health literacy and preventive health awareness. 	<ol style="list-style-type: none"> 1. Provision of healthcare services at price points lower than those in Bangkok, benchmarked against local cost-of-living indices, alongside participation in government reimbursement schemes to enhance accessibility for the broader population. 2. Implementation of a robust quality management system with regular internal audits to ensure compliance with clinical standards, including applications for accreditation 	<ul style="list-style-type: none"> • Visit • Press Release • Social Event • Online Communication • Complaint Reception • Satisfaction Survey • Training / Seminar • Others <ul style="list-style-type: none"> • PRINC Health Application • Participation in public exhibitions, large-scale events, and government-organized programs.

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
		<p>from both domestic and international external bodies.</p> <p>3. Deployment of digital technologies to expand access to quality healthcare services across all provinces within the network, including the integration and transferability of medical records to enable continuity of care throughout the network.</p> <p>4. Conducting localized needs assessments and data analytics to identify community health trends, with the development of service offerings aligned</p>	

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
		<p>to prevalent disease patterns and regional demand.</p> <p>5. Delivery of service excellence training programs and systematic monitoring of service-related complaints to ensure continuous improvement in patient experience.</p> <p>6. Expansion of on-site amenities within hospital premises to enhance convenience, such as lifestyle-oriented retail outlets and EV charging stations.</p> <p>7. Strengthening specialized and complex medical service lines to broaden the scope of care and elevate</p>	

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
		<p>comprehensive healthcare coverage.</p> <p>8. Restructuring of the hospital website architecture to enhance user accessibility, improve navigation efficiency, and deliver a more seamless digital experience.</p> <p>9. Development of targeted content strategies, leveraging AI-enabled tools to better align communications with evolving consumer behaviors and needs such as disease prevention guidance and health promotion education.</p> <p>10. Strategic equity investment in P. Phathya</p>	

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
		<p>Hospital 1 and P. Phathya Hospital 2 in Nakhon Ratchasima Province, positioning the network to strengthen its footprint and elevate its role as a leading healthcare hub in the Northeastern region of Thailand.</p>	
<ul style="list-style-type: none"> • Community 	<ol style="list-style-type: none"> 1. Medical treatment at affordable prices. 2. Better, more accessible, and standardized services than public healthcare. 3. Local employment. 4. Uplifting community development. 5. Availability of specialized doctors and medical equipment. 6. No negative 	<ol style="list-style-type: none"> 1. Providing public health services at lower prices than in Bangkok, based on local cost of living. 2. Conducting satisfaction evaluations and service behavior training. 3. Employment policy prioritizes hiring local residents. 4. Supporting local service providers and 	<ul style="list-style-type: none"> • Visit • Social Event • Online Communication • Complaint Reception • Training / Seminar

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
	<p>social or environmental impact on the community.</p> <p>7. Participation in local traditions and cultural promotion activities.</p>	<p>businesses, and incorporating local identity into operations.</p> <p>5. Collaborating to develop or enhance local products in communities where hospitals are located, to increase recognition.</p> <p>6. Procuring doctors and equipment suitable for local health needs.</p> <p>7. Complying with regulations on wastewater treatment and waste disposal to avoid negative community impact.</p>	
<ul style="list-style-type: none"> • Suppliers 	<ol style="list-style-type: none"> 1. Transparency in the selection process. 2. Timely payment for goods and 	<ol style="list-style-type: none"> 1. Clarify bidding procedures and issue TORs for all procurements, and provide evaluation results to 	<ul style="list-style-type: none"> • Online Communication • External Meeting • Others <ul style="list-style-type: none"> • Annual Evaluation and Selection of Suppliers

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
	<p>services.</p> <p>3. Long-term relationships.</p>	<p>discuss development approaches.</p> <p>2. Implement e-bidding to enhance transparency in the process.</p> <p>3. Communicate anti-corruption policies and provide channels for reporting misconduct during collaboration.</p> <p>4. Set clear payment schedules and ensure timely payment for goods and services.</p> <p>5. Conduct annual evaluations and communicate unmet expectations to support improvement and development.</p> <p>6. Collaborate on pricing direction, including addressing raw material shortages and</p>	<ul style="list-style-type: none"> • Self-Assessment of Suppliers

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
		<p>finding joint solutions.</p> <p>7. Provide training to vendors on essential topics.</p> <p>8. Gather feedback on needs for support in sustainable operations.</p>	
<ul style="list-style-type: none"> • Society 	<ol style="list-style-type: none"> 1. Responsibility towards people in society and creating positive impacts on various social aspects. 2. Responsibility towards the environment and reducing negative environmental impacts. 	<ol style="list-style-type: none"> 1. Developing service potential and consistently applying for various standards to build confidence. 2. Supporting equality / hiring people with disabilities / committed to respecting human rights principles. 3. Monitoring and inspecting wastewater treatment before release into communities, and expanding the Care the 	<ul style="list-style-type: none"> • Social Event • Online Communication • Others <ul style="list-style-type: none"> • Public relations signage, Newsletter publications, Community radio broadcasts, Mobile public announcement vehicles.

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
		<p>Whale project to hospitals in the network to improve waste management; beginning to build partnerships with allies and communities.</p> <p>4. Implementation of community and social development initiatives under the investment promotion measures approved in 2024 by the The Board of Investment of Thailand (BOI) across three provinces, with project execution spanning 2025-2026.</p>	

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
<ul style="list-style-type: none"> • Business partners 	<ol style="list-style-type: none"> 1. Reasonable return on investment within an appropriate timeframe. 2. Transparency in business operations. 3. Opportunities to expand and grow the business together. 	<ol style="list-style-type: none"> 1. Compliance with applicable laws and regulations, adherence to good corporate governance principles, and commitment to business ethics and codes of conduct. 2. Regular communication and transparent reporting of operational performance and key developments. 3. Strengthening mutual business understanding through initiatives such as site visits to operational areas in each province, providing partners with visibility into management approaches and operational standards. 	<ul style="list-style-type: none"> • External Meeting • Training / Seminar

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
		<p>4. Joint development of business opportunities to create shared value and long-term growth.</p> <p>5. Promotion of sustainability collaboration, including the advancement of ESG best practices in partnership with key stakeholders.</p> <p>6. Capacity building and knowledge exchange through networking and knowledge-sharing platforms, fostering the exchange of experience, strategic perspectives, and management approaches.</p>	

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
<ul style="list-style-type: none"> • Creditor 	<ol style="list-style-type: none"> 1. Timely debt repayment and contract compliance. 2. Long-term partnership. 	<ol style="list-style-type: none"> 1. Clear operational plans and consistent execution to meet contractual goals. 2. Discussion of long-term investment and business expansion plans. 3. Increased staffing in financial planning, investor relations, and negotiation to support business growth. 	<ul style="list-style-type: none"> • External Meeting
<ul style="list-style-type: none"> • Shareholders 	<ol style="list-style-type: none"> 1. Consistent growth in dividends and stock price. 2. Ongoing business expansion. 3. Good corporate governance. 	<ol style="list-style-type: none"> 1. Organizational and executive team restructuring to ensure alignment with strategic direction, alongside the reinforcement of the leadership bench to drive performance more closely and deliver 	<ul style="list-style-type: none"> • Visit • Press Release • Online Communication • External Meeting • Annual General Meeting (AGM)

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
		<p>operating results that better meet shareholder expectations.</p> <p>2. Ongoing review and enhancement of corporate policies to ensure full alignment with good corporate governance principles.</p> <p>3. Strict adherence to governance policies, with accurate and transparent disclosure of information.</p> <p>4. Continuous pursuit of business expansion opportunities to strengthen revenue generation across the Group.</p> <p>5. Advancement of operational excellence initiatives to optimize cost control</p>	

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
		<p>and elevate efficiency, leveraging technology and AI as key enablers through the development of a Productivity & Efficiency Dashboard on the Tableau BI analytics platform.</p>	

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
<ul style="list-style-type: none"> Government agencies and Regulators 	<ol style="list-style-type: none"> Full compliance with laws and regulations. Collaboration in various activities. 	<ol style="list-style-type: none"> Maintaining operational standards and continuously updating knowledge of new regulations. Conducting comprehensive due diligence prior to investment, including verification of the target entity's compliance with applicable laws, regulations, and regulatory requirements. Cooperation in supporting various activities, such as National Labor Day events. 	<ul style="list-style-type: none"> External Meeting Others <ul style="list-style-type: none"> Preparation of Reports in Compliance with Regulations Participation in Government Activities

Information on organization's material sustainability topics

Organization's material sustainability topics

The company has identified its sustainability : Yes
materiality topics

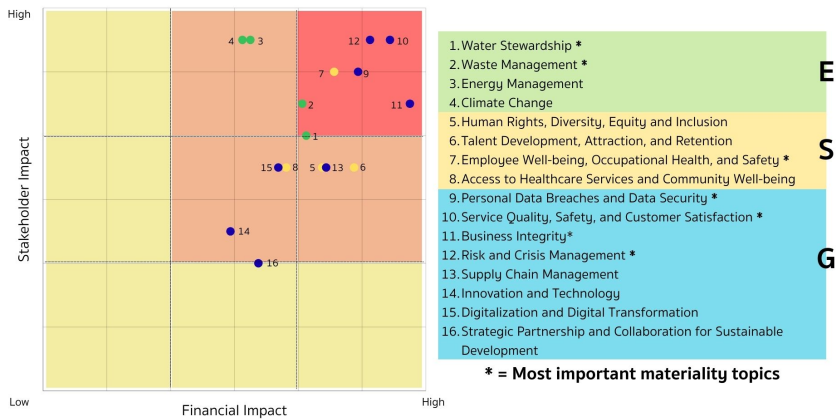
Over the past year, the company has reviewed its : Yes
sustainability materiality topics

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
Energy Management	<ul style="list-style-type: none"> • Environmental Management Standards Policy and Compliance • Energy Management • Greenhouse Gas Management
Climate Change	<ul style="list-style-type: none"> • Environmental Management Standards Policy and Compliance • Greenhouse Gas Management
Human Rights, Diversity, Equity and Inclusion	<ul style="list-style-type: none"> • Human Rights
Talent Development, Attraction, and Retention	<ul style="list-style-type: none"> • Human Rights • Fair Labor Practices
Employee Well-being, Occupational Health, and Safety	<ul style="list-style-type: none"> • Human Rights • Fair Labor Practices
Access to Healthcare Services and Community Well-being	<ul style="list-style-type: none"> • Human Rights • Community / Social Responsibility
Personal Data Breaches and Data Security	<ul style="list-style-type: none"> • Human Rights • Customer / Consumer Responsibility
Service Quality, Safety, and Customer Satisfaction	<ul style="list-style-type: none"> • Human Rights • Customer / Consumer Responsibility

The names of the sustainability materiality topics	Subjects related to the sustainability materiality topics
Business Integrity	<ul style="list-style-type: none"> • Good Governance • Sustainability Risk Management
Risk and Crisis Management	<ul style="list-style-type: none"> • Good Governance • Sustainability Risk Management
Supply Chain Management	<ul style="list-style-type: none"> • Sustainability Risk Management • Sustainable Supply Chain Management
Innovation and Technology	<ul style="list-style-type: none"> • Good Governance • Sustainability Risk Management • Innovation Development
Digitalization and Digital Transformation	<ul style="list-style-type: none"> • Good Governance • Sustainability Risk Management • Innovation Development
Strategic Partnership and Collaboration for Sustainable Development	<ul style="list-style-type: none"> • Good Governance • Sustainability Risk Management • Sustainable Supply Chain Management • Innovation Development

Diagram of organizations material sustainability topics



PRINC Materiality Topics

Information on sustainability report

Corporate sustainability report

- Corporate sustainability report : Have data
- Reference link for corporate sustainability report : <https://website-storage.princhealth.com/capital/investor-shareholder-info/20260327022123-!>

Page number of the reference link : 101-197

Company sustainability disclosure aligned with standards

Company sustainability disclosure aligned with : GRI Standards, UN Global Compact, Others : Guidelines of
standards or guidelines the Securities and Exchange
Commission and the Stock Exchange of Thailand

Sustainability risk management

Information on risk management policy and plan

Risk management policy and plan

Principal Capital Public Company Limited and its subsidiaries (the Company) recognize that operating hospital and related healthcare businesses in an environment characterized by volatility in economic conditions, regulations, technology, and stakeholder expectations requires a systematic and transparent risk management system that is closely aligned with the Company's strategic direction. The Company has therefore established an Enterprise Risk Management (ERM) framework to support strategic decision-making, capital management, and business operations within an appropriate level of risk.

The Company's risk management approach does not aim to eliminate all risks; rather, it seeks to manage uncertainties within levels acceptable to the organization by integrating risk considerations into the processes of strategy formulation, business planning, investment planning, and resource allocation at all levels of the organization, in order to ensure stable and sustainable growth.

In terms of governance, the Company has established a clear structure of responsibilities. The Board of Directors is responsible for setting policies and the overall direction of risk management, as well as overseeing that operations are conducted in accordance with the established risk framework. Meanwhile, the Risk Management Committee is responsible for monitoring, reviewing, and assessing significant risks on a regular basis, considering the adequacy of control measures, and reporting the results to the Board of Directors periodically.

At the operational level, business units and affiliated hospitals act as Risk Owners, responsible for identifying, assessing, and controlling risks related to their respective operations. A risk working team supports the consolidation, analysis, and preparation of enterprise-wide risk reports. The Internal Audit function independently assesses the adequacy and effectiveness of the internal control system to ensure that the Company's risk management mechanisms are appropriate and capable of supporting continuous growth.

In 2025, the Risk Management Committee monitored and reviewed significant risks by considering both internal and external factors, including economic trends, industry developments, and regulatory requirements, to ensure that risk management remains aligned with the evolving business environment and supports the Company's strategic execution in a prudent and transparent manner.

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 Enterprise Risk Management and Risk Governance

Related risk factors : Strategic Risk

- Other : Enterprise Risk Management and Risk Governance

ESG risk factors : No

Risk characteristics

In 2025, the Company continued to pursue growth through hospital network expansion, investments within the Healthcare Ecosystem, and development of new projects in high-potential locations.

Strategic and investment risks relate to the accuracy of business assumptions, market demand projections, project execution within approved timelines and budgets, and the ability to maintain competitiveness in a rapidly evolving healthcare industry.

Prior to any investment decision, the Company conducts comprehensive assessments covering financial viability, resource readiness, and overall strategic impact. Post-investment performance is continuously monitored to ensure expansion remains within manageable risk parameters.

Risk-related consequences

Underperformance of investment projects may affect growth targets, return on investment, investor confidence, and long-term value creation.

Risk management measures

The Company applies rigorous financial and business analysis prior to investment decisions and conducts ongoing performance reviews. Significant matters are periodically reported to the RMC to enable timely review and adjustment where appropriate.

Risk 2 Legal and Compliance Risk

Related risk factors :

Compliance Risk

- Change in laws and regulations

ESG risk factors : Yes

Risk characteristics

Hospital operations are subject to extensive regulatory requirements, including healthcare laws, medical professional standards, data protection regulations, and listed company obligations.

Legal and compliance risks may arise from regulatory changes, enforcement developments, or operational non-compliance, particularly as the Company expands its network.

Strict compliance is fundamental to maintaining credibility, operational continuity, and long-term sustainability.

Risk-related consequences

Non-compliance may result in penalties, legal proceedings, operational restrictions, and reputational impact. Based on current assessment, such risks remain manageable under the Company's governance and compliance framework.

Risk management measures

The Company maintains robust internal control and compliance monitoring systems. Legal advisors are consulted on significant matters, and employees receive regular updates on regulatory requirements. Material issues are reported to management and the RMC on a periodic basis.

Risk 3 Financial Risk

Related risk factors :

Financial Risk

- Insufficient sources of funding

ESG risk factors : No

Risk characteristics

Ongoing expansion requires prudent management of liquidity, capital structure, and financing costs, particularly in an environment of elevated interest rates.

Financial risks relate to cash flow management, working capital sufficiency, access to funding at reasonable cost, and maintaining financial ratios in line with financial policies.

Risk-related consequences

If the Company is unable to appropriately manage its liquidity or capital structure, it may affect its financial flexibility, its ability to meet obligations and undertake new projects, as well as its cost of funding. Such circumstances could have an adverse impact on operating results and the confidence of investors or financial institutions.

However, based on the Company's assessment, such risk remains at a manageable level, subject to close monitoring by the management team and the relevant committees

Risk management measures

The Company prepares both short-term and medium-term cash flow projections and regularly monitors its liquidity position, debt obligations, and key financial ratios. The Company also periodically reports its financial status to the management team and the Risk Management Committee to enable the timely determination of appropriate mitigating measures and to maintain the Company's financial stability on an ongoing basis.

Risk 4 Operational Risk

Related risk factors :

Operational Risk

- Shortage or reliance on skilled workers

ESG risk factors : Yes

Risk characteristics

The continued expansion of the hospital network and the broadening of service offerings have resulted in increased complexity in the Company's management structure, operating systems, and work processes. Operational risks therefore encompass maintaining consistent service standards across all units, managing human resources including medical doctors and nursing personnel to ensure adequacy and appropriateness in line with the volume and complexity of patients, as well as controlling costs in alignment with the revenue structure and the evolving competitive landscape.

Within the context of the healthcare industry, competition in attracting and retaining qualified and specialized personnel remains a key factor that requires ongoing management to ensure that each operating unit functions efficiently without compromising the quality of services provided.

Risk-related consequences

If the Company is unable to effectively manage its operational processes and resources, it may affect service efficiency, business continuity, cost levels, and patient satisfaction, which could in turn have an impact on the Company's overall operating performance.

Nevertheless, the Company assesses that such risk remains at a manageable level under its existing monitoring and governance framework

Risk management measures

The Company plans its workforce in alignment with the volume and complexity of patients and closely monitors the availability of medical doctors and nursing personnel. Physicians are allocated and rotated within the hospital network by region to enhance flexibility in resource management, and nursing staff are appropriately assigned to units where operational needs are most critical.

In addition, the Company has established Operational Key Performance Indicators (KPIs) covering service quality, resource utilization, and cost control. Operating results are reported to the management team and the Risk Management Committee on a quarterly basis to enable the timely implementation of improvement measures and to maintain consistent operational standards on an ongoing basis.

Risk 5 Clinical Risk

Related risk factors : Operational Risk
• Other : Clinical Risk

ESG risk factors : No

Risk characteristics

As a healthcare and hospital service provider, the Company places the highest priority on quality of care and patient safety. Clinical risks encompass medical incidents, diagnostic or treatment errors, hospital-acquired infections, patient complaints, as well as risks arising from claims for compensation or litigation related to medical services, which are inherent characteristics of the hospital industry.

Given that hospital operations have a direct impact on the lives and health of patients, clinical risk is regarded as a high-priority matter and is subject to close oversight by the Company.

Risk-related consequences

If incidents affecting the quality of care or patient safety were to occur, they could have an adverse impact on the Company's reputation, the confidence of patients and stakeholders, and may result in financial burdens arising from compensation or legal proceedings.

However, based on ongoing monitoring and assessment, the Company considers that such risks are subject to appropriate control systems and remain manageable.

Risk management measures

The Company systematically establishes and monitors quality and patient safety indicators. Incident reporting is implemented, and in-depth Root Cause Analysis is conducted to prevent recurrence, together with the continuous implementation of process improvement measures. Significant matters are periodically reported to the management team and the Risk Management Committee.

In addition, the Company has arranged Medical Malpractice Insurance to manage potential financial impacts and encourages physicians and medical personnel to obtain appropriate professional liability insurance coverage, thereby enhancing stability and confidence in the performance of their duties.

Risk 6 ESG Risk

Related risk factors : Strategic Risk
• ESG risk

ESG risk factors : Yes

Risk characteristics

The Company recognizes the importance of environmental, social, and governance (Environmental, Social and Governance: ESG) issues, which are playing an increasingly significant role in terms of good corporate governance, risk management, and stakeholder expectations. This is particularly relevant in the context of listed companies, where the Stock Exchange of Thailand places emphasis on sustainable business operations, as well as in light of the continuous development of international sustainability regulations and standards.

On the environmental aspect, hospital operations require significant consumption of energy, water, and other resources, and involve the management of medical waste which must be handled in strict compliance with environmental standards and relevant laws. In addition, the Company faces risks arising from climate change, including

physical risks, such as floods, heatwaves, or extreme weather events, and transition risks, such as policies related to greenhouse gas emission reductions, carbon taxation measures (Carbon Tax), carbon pricing mechanisms, and climate-related disclosure requirements.

On the social aspect, the Company recognizes risks associated with the protection of human rights, including patients rights to receive medical treatment in an equitable manner and with respect for human dignity. This also includes risks related to service complaints, discrimination, violations of patient privacy, or inappropriate working environments affecting personnel and stakeholders across the value chain.

On the governance aspect, hospital businesses procure medicines, medical supplies, medical equipment, and services from a wide range of suppliers both domestically and internationally. ESG risks within the supply chain may involve compliance with labor laws, human rights standards, environmental standards, or greenhouse gas emissions arising from suppliers activities (Scope 3 emissions).

In addition, the Company monitors emerging ESG risks, such as climate-related policies, carbon measures, the development of digital health technologies, and evolving sustainability disclosure standards.

Risk-related consequences

If such ESG risks materialize, they may affect the Company in several dimensions, including disruptions to hospital operations, continuity of the supply chain, increased energy costs or investments in environmental infrastructure, as well as legal and regulatory compliance risks.

From a social perspective, incidents related to human rights violations, patient complaints, or issues concerning the quality of medical services may affect the Companys reputation, patients confidence, and relationships with stakeholders.

At the same time, ESG risks within the supply chain, such as suppliers operations that do not align with environmental or human rights standards, may affect the Companys reputation, the continuity of medical supply procurement, and investor confidence.

Risk management measures

The Company places importance on the management of ESG risks under the framework of good corporate governance. Environmental, social, and governance issues are continuously monitored, including assessments of climate change impacts over the short, medium, and long term.

The Company has implemented measures to enhance energy efficiency, appropriately manage medical waste, and improve the efficient use of resources. At the same time, the Company monitors trends in environmental measures and carbon-related policies that may affect future business operations.

In addition, the Company has initiated the development of processes to assess climate change risks at the location level by considering climate-related and disaster factors that may occur in each area where the Company operates. This is to assess the risks and vulnerabilities of hospitals under different climate scenario analyses, such as a scenario in which global temperature rise is limited to 1.5 Celsius and a scenario in which global temperatures continue to increase. The results of such assessments will be used in risk management planning, infrastructure adaptation, and long-term operational preparedness.

The Company is also preparing to enhance sustainability and climate-related risk disclosures in alignment with international disclosure standards, such as the IFRS Sustainability Disclosure Standards (IFRS S1 and IFRS S2), as well as other relevant climate-related disclosure frameworks. This is to ensure transparency in disclosures, alignment with international best practices, and responsiveness to the expectations of investors and stakeholders.

On the social aspect, the Company places importance on the protection of human rights, equitable access to medical services, and the provision of appropriate working environments for personnel. The Company has initiated Human Rights Due Diligence in accordance with international standards in order to assess human rights risks that may affect patients, personnel, suppliers, and stakeholders throughout the value chain. The Company has conducted a pilot project in five hospitals within its network to assess human rights risk issues and determine appropriate management approaches. There are plans to expand such implementation to other hospitals within the network on a continuous basis in order to strengthen the organization-wide human rights risk management system.

Meanwhile, on the governance aspect, the Company places importance on overseeing suppliers and the supply chain to ensure alignment with legal, ethical, and sustainability standards. The Company also maintains a strong internal audit process to mitigate corruption risks and has established a whistleblowing process that has been communicated both internally and externally.

Based on the Company's assessment, ESG risks remain at a manageable level under the Company's corporate governance, risk management, and internal control systems. The Company will continue to monitor and review these risk issues on an ongoing basis in order to enhance preparedness in managing risks and to support sustainable business operations in the long term.

Overall Risk Management Summary

Overall Risk Management Summary

Based on the risk assessment and monitoring conducted in 2025, the Company considers that the majority of its material organizational risks are linked to the execution of its medium- to long-term growth and business expansion strategies. Nevertheless, the Company has established a systematic risk management process, with regular oversight by the Risk Management Committee, to ensure that potential risks are appropriately assessed, analyzed, and managed in a timely manner.

Although certain risk areas such as investments, liquidity management, human resource management, and sustainability-related matters have become more complex in the context of business expansion, the Company assesses that these risks remain at a manageable level under the existing internal control systems, reporting mechanisms, and governance structures.

In addition to these key risks, the Company monitors emerging risks arising from changes in the economic, technological, and regulatory environment. These risks are evaluated and integrated into the Corporate Risk Profile according to their level of significance, ensuring that risk management remains flexible and aligned with the evolving business context.

The Company recognizes that risk management is not intended to eliminate all risks, but rather to balance business opportunities with uncertainties by pursuing growth strategies within an appropriate, transparent, and verifiable risk framework. The Company will continue to review and enhance its risk management processes to support long-term competitiveness and sustainable growth.

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 : Yes
policy and guidelines

Information on sustainable supply chain management plan

Sustainable supply chain management plan

Company's sustainable supply chain management : Yes
plan

Supply Chain Management

Suppliers represent a critical stakeholder group underpinning the Company's capacity to expand and deliver high-quality medical services. Through the provision of quality goods and services, supply chain partners enable hospitals within the network to maintain service continuity and uphold clinical standards.

Suppliers that introduce innovative solutions, enhance operational processes, and strictly comply with applicable legal and regulatory requirements contribute to operational excellence. Such alignment strengthens service outcomes, elevates patient satisfaction, and mitigates adverse social and environmental impacts.

Recognizing this strategic interdependency, the Company places strong emphasis on supply chain governance.

Procurement and supplier management processes are structured in alignment with sustainable development principles to ensure transparency, accountability, risk mitigation, and shared value creation across the ecosystem.

1. Supplier Code of Conduct and Anti-Corruption Promotion

Although the Company and its suppliers have historically conducted business together smoothly upholding responsible business practices grounded in integrity, honesty, transparency, fairness, and accountability in accordance with the Company's Corporate Governance Policy, the Company remains committed to strengthening alignment across its value chain. The Company also maintains a policy of treating suppliers fairly and ethically, while honoring mutually agreed commercial terms and conditions.

To ensure a unified standard of conduct and reinforce governance across the supply chain, the Company has established a Supplier Code of Conduct to serve as a practical framework guiding suppliers' business operations. The Code aligns with applicable laws and regulations, the Company's Code of Conduct, and internationally recognized standards, including:

- Universal Declaration of Human Rights (UDHR)
- International Labour Organization (ILO)
- United Nations Global Compact

The Company has formally communicated this Supplier Code of Conduct to its suppliers since 2023 to ensure awareness, compliance, and continuous improvement.

Scope of the Supplier Code of Conduct

1. Ethical Business Conduct and Transparency

Suppliers are required to conduct business with integrity and transparency, including:

- Good corporate governance
- Confidentiality and personal data protection

- Respect for intellectual property rights
- Avoidance of conflicts of interest
- Appropriate practices regarding gifts and hospitality
- Proper use of insider information
- Anti-corruption and anti-bribery practices
- Fair treatment of stakeholders

2. Labor Practices and Human Rights

Suppliers shall uphold internationally recognized labor and human rights standards, including:

- Non-discrimination
- Compliance with labor laws
- Prevention of child labor
- Protection of female workers
- Prohibition of forced labor
- Fair wages, benefits, and working hours management

3. Community Engagement

Suppliers are encouraged to contribute positively to community development, including:

- Conducting business with consideration for community impacts
- Supporting products and services that promote the local economy

4. Occupational Health and Safety

Suppliers must ensure safe and healthy working conditions, including:

- Workplace safety and appropriate working environments
- Provision and use of personal protective equipment (PPE)
- Emergency preparedness and response planning

5. Social Development Participation

Suppliers are expected to support broader social development initiatives, including:

- Operating with awareness of community impacts and contributing to improved quality of life
- Supporting or co-developing community-based products and services that strengthen local economic resilience

6. Environmental Responsibility

Suppliers shall demonstrate environmental stewardship, including:

- Compliance with environmental laws and regulations
- Efficient use of resources
- Selection of environmentally friendly products
- Monitoring and disclosure of greenhouse gas emissions
- Development of mitigation plans to reduce environmental impacts and greenhouse gas emissions
- Enhancing awareness among employees and stakeholders regarding environmental impact reduction

7. Subcontractors and Business Partners

Suppliers are responsible for ensuring that subcontractors and affiliated business partners operate in alignment with the Supplier Code of Conduct, including Monitoring and overseeing subcontractor compliance to ensure consistency with the Code

For further details of the Supplier Code of Conduct, please visit: www.principalcapital.co.th

2. Trade Credit Payment Policy

The Company maintains a structured accounting policy and clearly defined monthly payment cycles for trade payables. Billing submission deadlines and scheduled payment dates are formally communicated to suppliers in each cycle to ensure transparency, predictability, and effective cash flow planning across the supply chain.

- **Target**

- To settle payments in full within the agreed credit term or on the scheduled payment date communicated to suppliers.

- **Performance Result**

- 99.9% of payments were settled within the agreed credit term or scheduled due date.
- The remaining 0.1% of delayed payments resulted from requests for additional supporting documentation or clarification regarding the completeness and quality of delivered goods or services. In all such cases, suppliers were notified in advance to ensure transparency and alignment.

3. Identification of Critical Tier 1 Suppliers

Supplier segmentation enables the Company to enhance supply chain resilience and elevate downstream service quality. Through structured classification, the Company can proactively manage risks, allocate resources efficiently, and cultivate strategic partnerships with key suppliers to jointly address operational challenges and unlock business development opportunities. This strategic approach enhances agility and responsiveness during periods of disruption or rapid change. Critical Tier 1 Suppliers are defined based on the following criteria:

- Suppliers with high procurement volume
- Suppliers providing goods or services that are difficult to substitute
- Suppliers with high strategic dependency based on the Company's operational model

In 2025, the Company engaged a total of 1,833 suppliers, of which 47 were classified as Critical Tier 1 Suppliers.

	2023	2024	2025
Total Supplier	2,607	2,443	1,833
Critical Supplier	137	125	47

Note: In 2025, the Company enhanced the efficiency of its procurement management by centralizing purchasing processes and selecting preferred vendors for certain categories of goods and equipment, resulting in a reduction in the total number of suppliers. In addition, the Company migrated its management system from PeopleSoft to Odoo, during which a review and cleansing of the vendor database were conducted. As a result, inactive vendors were removed from the system. At the same time, hospitals within the network implemented more prudent budget management for procurement, leading to fewer new suppliers being added during the year.

4. Supplier Evaluation Framework

To ensure operational efficiency, mitigate supply chain risks, and foster continuous improvement, the Company has established a structured supplier evaluation framework in alignment with its Procurement and Vendor Selection Policy and Procedures. The framework encompasses both new supplier screening and annual supplier performance assessments.

New Supplier Evaluation

All prospective suppliers are subject to a pre-qualification process prior to onboarding. The evaluation criteria include:

- Legal entity registration in full compliance with applicable laws (for juristic persons)
- Submission of credible supporting documentation (e.g., company registration certificate issued within the past three months)
- Demonstrated product/service quality, including analytical reports and quality certifications
- Financial stability

- Absence of conflicts of interest
- Strong pre- and post-sales service capability, including appropriate delivery and payment terms
- Price benchmarking and competitiveness assessment
- Demonstrated commitment to sustainable business practices across the three ESG dimensions: Environmental, Social, and Governance

Annual Supplier Performance Evaluation

Suppliers meeting the defined criteria are evaluated at least once per year. The assessment covers the following performance dimensions:

- Product and service quality
- On-time delivery performance
- Accuracy and completeness of deliverables
- Technology and innovation capability
- Pricing competitiveness
- Service quality and coordination effectiveness
- Sustainability performance

Evaluation and Rating Mechanism

Suppliers are rated on a scale of AD based on their evaluation scores:

- Grade D: Suppliers receiving this rating are formally notified in writing and required to implement immediate corrective actions. Continued underperformance at the same level results in removal from the Approved Vendor List (AVL).
 - In the past year, no suppliers received a Grade D rating.
- Grade C: Suppliers receiving this rating are verbally notified to encourage operational improvements and/or quality enhancement initiatives.
 - In the past year, 68 suppliers were rated Grade C.
 - The Company has formally communicated areas for improvement and recommended corrective measures to all affected suppliers. The majority of identified improvement areas were related to delivery schedule management and did not impact product quality. In certain cases, the rating resulted from suppliers not yet completing the sustainability self-assessment in accordance with the Companys prescribed criteria.

5. Sustainability Assessment of Suppliers

To align supplier practices with the Companys sustainable business direction, the Company conducts an annual sustainability assessment covering key ESG dimensions Environmental, Social, and Governance (ESG). The assessment framework evaluates suppliers sustainability policies, management systems, performance indicators, and ongoing initiatives. In addition, the Company collects data on suppliers sustainability projects to identify opportunities for strategic collaboration, capability enhancement, and long-term value co-creation across the supply chain.

Target

- 100% of Critical Tier 1 Suppliers and Critical Non-Tier 1 Suppliers are required to complete a sustainability assessment.

Performance Outcome

- **74.47%** of Critical Tier 1 and Critical Non-Tier 1 Suppliers completed the sustainability assessment.

	2023	2024	2025
% of Critical Tier 1 & Non-Tier 1 Suppliers Completing Self-Assessment	28.50	50.40	74.47

6. Supply Chain Risk Management

Risk exposure can arise at any point across the supply chain. A robust risk management framework enhances the Company's ability to respond proactively to dynamic external factors, including regulatory changes, public health crises, and geopolitical conflicts, all of which may materially impact service costs and the continuity of medical services. To strengthen operational resilience, the Company has implemented a structured supply chain risk management process comprising the following key components:

- Identification of material risk issues that may significantly impact the Company (buyer risks)
- Identification of suppliers exposed to such risks (supplier risks)
- Risk consideration based on suppliers sustainability self-assessment results
- Joint risk mitigation planning with suppliers
- Ongoing monitoring through regular meetings and on-site visits

In 2025, the primary material risk remains the domestic shortage of locally manufactured pharmaceuticals and medical supplies (Local Made products). This shortage may affect procurement costs and service continuity. The Company has identified and prioritized at-risk suppliers, focusing on the top 50 pharmaceutical and medical supply vendors by procurement volume. Proactive engagement has been undertaken to establish collaborative mitigation measures, including:

- Advance demand forecasting at the network level, with clearly defined usage timelines, enabling suppliers to better manage upstream raw materials and production planning with improved accuracy and efficiency.
- Integrated coordination with hospital pharmacies across the network to increase inventory levels (stock buffer) for items flagged by suppliers as having a high risk of shortage in 2025.
 - A consolidated action list has been developed for Continuous Quality Improvement (CQI).
 - Monthly monitoring mechanisms have been established to track supply status and adjust mitigation measures accordingly.

For Original (imported) pharmaceuticals and medical supplies, intermittent shortages remain a risk due to constraints within international supply chains.

To enhance preparedness and business continuity, the Company has implemented preventive measures, including:

- Establishing partnerships with high-capacity pharmaceutical wholesalers that maintain substantial inventory of Original products.
- Leveraging these wholesalers as short-term alternative sourcing channels in the event that primary manufacturers experience temporary stock shortages.

This approach strengthens procurement continuity, minimizes service disruption, and enhances supply chain flexibility. In cases of short-term shortages beyond the Original product category arising from external and uncontrollable factors such as raw material scarcity or natural disasters, the Company has prepared contingency measures, including:

- Identification and qualification of new suppliers to serve as temporary alternative sources.
- Rapid supplier onboarding processes to ensure uninterrupted medical service delivery.

Through this multi-layered risk governance approach, the Company reinforces supply chain resilience, mitigates operational disruptions, and safeguards the continuity and quality of patient care services.

7. Sustainable Supply Chain Risk Management

In 2025, the Company continued to drive sustainability risk management across the supply chain, focusing on elevating supplier operational standards in alignment with the Company's governance framework. This has been implemented through systematic monitoring and risk assessment processes, including the distribution of Self-Assessment questionnaires and formal acknowledgment of the Supplier Code of Conduct. These mechanisms serve as tools to screen, identify, and monitor risks that may affect sustainable business operations. In addition, the Company proactively communicated with suppliers by distributing public communication materials and introductory knowledge on human rights to enhance awareness, understanding, and alignment with internationally

recognized human rights principles. For suppliers that have completed a Carbon Footprint of Product (CFP) assessment, the Company is currently conducting internal discussions to establish a framework for further collaboration, data monitoring, and development support. The objective is to strengthen transparency, resilience, and competitiveness across the supply chain, while supporting long-term greenhouse gas reduction targets and sustainable growth. Based on the 2025 assessment results, 9 suppliers were classified as medium risk. These suppliers had not previously conducted human rights risk assessments. The Company has established a development support plan and provided guidance to continuously improve performance in this area. No suppliers were classified as high risk. The Company has defined risk management approaches according to risk level to ensure effective oversight and alignment with impact severity, as follows:

- **Medium Risk:** Conduct discussions through meetings, jointly define improvement plans, and continuously monitor progress.
- **High Risk:** Conduct on-site visits to assess factual conditions in depth and jointly establish concrete corrective measures.

8. Supplier Engagement and Development

The Company is committed to growing alongside its stakeholders and has implemented initiatives to support and develop suppliers as follows:

- Implementation of an e-bidding system, launched in 2023, to enhance transparency in the procurement process, streamline internal workflows, and reduce resource consumption and travel requirements for suppliers submitting bidding documents.
 - In 2025, centralized pharmaceutical procurement across all hospitals within the network totaled THB 618 million, an increase from approximately THB 584 million in 2024.
 - This initiative generated overall cost savings of approximately THB 10.17 million, compared to THB 8 million in 2024.
- Provision of essential basic training for suppliers operating within hospital premises to ensure compliance with operational standards and safety requirements.
- In cases where suppliers acting as dealers did not receive sufficient product allocation (e.g., medical gloves) from manufacturers to meet hospital demand, the Company acted as an intermediary to negotiate with manufacturers to increase allocation. This enabled adequate and timely distribution of products to hospitals within the network.
- Assessment of suppliers' needs for sustainability support, to identify areas where the Company can provide further assistance in advancing sustainable operations.
- Dissemination of training programs and sustainability-related activities organized by the United Nations Global Compact (UNGC) and other partner organizations, to promote knowledge sharing and strengthen supplier capabilities in sustainable business practices.

Information on new suppliers undergoing sustainability screening criteria

New suppliers undergoing sustainability screening criteria

Does the company use sustainability screening criteria with new suppliers? : Yes

	2023	2024	2025
Percentage of new suppliers undergoing sustainability screening criteria over the past year (%)	100.00	100.00	100.00

Information on supplier code of conduct

Supplier code of conduct

Supplier code of conduct : Yes
Reference link to supplier code of conduct : https://website-storage.princehealth.com/capital/about/20260216111442-princ_suppliercodeofconduct2025.pdf

Information on key suppliers acknowledging compliance with the supplier code of conduct

Key suppliers acknowledging compliance with the supplier code of conduct

Does the company require key suppliers to acknowledge compliance with the supplier code of conduct? : Yes

	2023	2024	2025
Percentage of key suppliers acknowledging compliance with the supplier code of conduct over the past year (%)	28.50	50.40	74.47

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

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

Information on organizations innovation culture development and promotion process

Process of developing and promoting the company's innovation culture

Process of developing and promoting the company's : Yes
innovation culture

Innovation Management

The Company recognizes digital technology and modern innovation as core enablers of operational excellence. Technology is strategically leveraged to enhance service efficiency, improve data accuracy, and elevate the overall patient experience, thereby strengthening service quality across the network.

One of the key technologies implemented is the Electronic Health Records (EHR) system, which enables physicians and medical personnel to access patient health information promptly, reduce treatment errors, and enhance diagnostic accuracy. The system also minimizes paper-based documentation, resulting in more efficient data management.

In addition, the Company deploys Internet of Things (IoT) technology to integrate medical devices with real-time health information systems. This enables continuous patient monitoring, improves diagnostic precision, and supports timely clinical decision-making. The integration also alleviates workload pressures on medical personnel while enhancing patient satisfaction.

Since 2025, Artificial Intelligence (AI) has increasingly played a critical role in transforming healthcare services. In response, the Company has established a strategic direction to advance its hospital network toward becoming a leader in medical AI. This initiative focuses on systematically integrating AI technologies into healthcare service delivery, rather than merely adopting technology as a standalone tool. The objective is to establish a new standard of care that effectively combines AI capabilities with the expertise of physicians and nurses, thereby enhancing diagnostic accuracy, clinical decision-making, and patient care management. This approach also aims to elevate the overall quality and efficiency of healthcare services, strengthen the effectiveness of patient treatment, and support the structured and secure management of medical data in alignment with relevant standards. Through these efforts, the Company seeks to reinforce the capabilities of its hospital network and position itself as a leading organization in medical AI within the healthcare industry. Key initiatives implemented under this approach are as follows:

CoMed (Collaborative Medical AI Assistant) Project

CoMed is an intelligent assistant designed to collaborate with medical teams, reducing routine workload and enabling a shift toward value-added activities through automation. The project comprises five core modules:

1. Vyana Edge: Converts physician/patient conversations into text automatically for documentation in the Electronic Medical Record (EMR) and Observation systems, with integrated CPOE (Computerized Physician Order Entry) suggestions.

2. Vyana Edge+: An advanced module that generates medical record summaries and conducts health risk assessments to support clinical decision-making.
3. EMR Quality Check: An AI system that verifies the completeness and accuracy of medical records in real time, with an alert mechanism for prompt correction.
4. AI-Based Checkup: Designs personalized health check-up packages aligned with appropriate standards and automatically generates health reports, subject to patient consent.
5. AI Nurse: A 24-hour patient care assistant accessible via chat and voice channels for symptom screening, follow-up, and health consultation, supporting continuous care both in-hospital (IPD) and at home.

Beyond enhancing patient care efficiency through CoMed, the Company emphasizes continuity of care throughout the Patient Journey. Accordingly, the PRINC Refer system was developed to facilitate structured patient referrals across the network.

PRINC Refer strengthens collaboration between clinics and hospitals within the Princ network, built upon two core value pillars:

1. Effective Communication: Ensures convenient, rapid, and secure patient referrals, with end-to-end case status tracking throughout the process.
2. Revenue Growth: Increases referral efficiency and supports sustainable revenue expansion across the network.

Through the integration of AI technologies and continuous system development, the Company is committed to delivering seamless, safe, and efficient medical services, while advancing new standards of innovation to build a sustainable, future-ready healthcare ecosystem.

In parallel with enterprise-wide innovation management, hospitals within the network have strengthened their IT infrastructure. Princ Hospital Suvarnabhumi and Princ Hospital Paknampo 1 have achieved HIMSS Analytics EMRAM Stage 7 certification, the highest level awarded by HIMSS, reflecting full digital maturity of their medical information systems in alignment with international standards.

Innovation in Quality Management

Quality management serves as a systemic foundation for elevating organizational standards. It functions as a key governance mechanism to ensure operational efficiency, transparency, and compliance with professional and regulatory requirements.

In 2025, the Company implemented 66 Continuous Quality Improvement (CQI) initiatives, with 9 projects selected for presentation at the 26th HA National Forum. Notable projects include:

- **Phlebitis Is Not a Minor Issue: CQI for Safe IV Line Care in Pediatric Patients** Princ Hospital Sisaket
This initiative focused on preventing phlebitis in pediatric patients receiving intravenous therapy. Through improved care guidelines and strengthened monitoring systems, patient safety was enhanced and incident risks were reduced.
- **Medical Equipment Team Process Innovation** Pitsanuvej Phitsanulok Hospital
Addressed inconsistencies in equipment data storage and documentation, which previously resulted in extended search times. The team implemented a CMMS integrated with procurement and accounting systems, creating a structured database and significantly reducing retrieval time.
- **OptiRay: Clear Brain CT with Optimized Dose** Princ Hospital Paknampo
Reduced radiation exposure by benchmarking national median values from the Department of Medical Sciences and revising CT imaging parameters for both contrast and non-contrast studies. New CT-Brain protocols and parameters were established, leading to reduced patient radiation dosage.
- **Stock Count WebApp** Princ Hospital Ubon Ratchathani
Developed in response to inefficiencies in manual monthly inventory counting (averaging 9.8 minutes per item). By applying Lean principles and implementing a centralized real-time web application, the hospital reduced process steps, enhanced visibility, and enabled immediate report generation.

The Innovator Journey 2025 project, organized by the National Innovation Agency (NIA), aims to empower Thai youth through experiential innovation development. The Company participated as a private-sector mentor organization, providing real-world challenges and opportunities for prototype development with practical applications in business, social, and environmental contexts.

Princ Hospital Suvarnabhumi hosted one youth team to develop a Photo-Electrocatalysis (PEC)-based wastewater treatment system for dialysis processes. The technology utilizes light and electricity to eliminate organic pollutants in wastewater with high TDS levels.

The project represents an advancement in clean technology and can be integrated with membrane systems to recover certain substances for reuse. It reduces environmental impact, aligns with Circular Economy principles, and was selected as one of the top 10 outstanding teams among all participants.

Through participation in the program, the Company received a recognition plaque as a supporting organization for youth innovation and intends to continue engaging in future initiatives to promote innovation development, empower the next generation, and advance healthcare and sustainability innovation.

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 : No
from innovation development?

Non-financial benefits

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

	2023	2024	2025
number of CQI (Projects)	401.00	524.00	66.00

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