



ESG Performance Report for Listed Companies in 2025

RAMKHAMHAENG HOSPITAL PUBLIC COMPANY LIMITED

Fiscal Year End 31 December 2025



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ESG Performance

Company Name : RAMKHAMHAENG HOSPITAL PUBLIC COMPANY LIMITED Symbol : RAM

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, Water resources and water quality management, Waste management, Air quality management

The Company recognizes that hospital operations have unique characteristics, as they require continuous medical services 24 hours a day. This results in high consumption of energy, water, and other resources. Therefore, the Company places importance on environmental management alongside maintaining service continuity and patient safety. The focus is on efficient resource utilization, proper management of medical waste in accordance with relevant standards, and compliance with environmental laws, while continuously improving operational practices to support long-term sustainable growth.

In addition, the Company emphasizes preparedness for the impacts of climate change and potential disasters that may affect medical services. Guidelines for emergency managementsuch as flooding and extreme weather conditions have been established, drawing on lessons learned from the major flood in 2011. These include strengthening infrastructure readiness, maintaining reserves of equipment and medical supplies, conducting regular emergency drills, and coordinating with government agencies to ensure the hospital can effectively maintain continuity of services.

Reference link for environmental policy and guidelines : <https://investor.ram-hosp.co.th/en/corporate-governance/policies-and-document>

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 : Electricity management, Water resources and water quality management, Waste management, Air quality management

Monitoring ESG progress through clear and transparent key performance indicators is a fundamental element of effective ESG management. The Company adopts the FTSE Russell ESG Data Model v1.1 as its primary framework, as it is widely used by global institutional investors and provides industry-specific metrics that enable meaningful peer comparison.

The 2025 assessment demonstrates significant progress, with the number of disclosure-ready indicators increasing from 10 to 26. This improvement is supported by the development of more than 17 key supporting documents over the past year.

Theme	Pillar	Weight	Key Indicators	2025 Performance	Overall Status
Climate Change (ECC)	E	Medium (15 indicators)	GHG Scope 1+2, GHG Targets, TPI MQ, TCFD, ICP, Board Oversight	GHG 8,007.30 tCO ₂ e ICP 800 THB/tCO ₂ e 7 policies	9 / 2 / 4
Pollution & Resources (EPR)	E	Medium (7 indicators)	Pollution policy, targets, data, Hazardous Waste, reporting system	Waste 850,334 kg 4.9% Incineration 17.3% Recycling 25.8%	2 / 1 / 4
Water Security (EWS)	E	Medium (6 indicators)	Water policy, water risk, targets, water usage data	Cost 2.28 MB BWS 1.4/5 (low risk) Water quality meets standards	5 / 1 / 0
Human Rights & Community (SHR)	S	Medium (5 indicators)	Human rights policy, HRDD, stakeholder engagement	Anti-Sexual Harassment policy HRDD under development 21 persons with disabilities employed	1 / 2 / 2
Labour Standards (SLS)	S	High (10 indicators)	Training hours, diversity, compensation, labor law compliance	55,184 hrs/year 120 hrs/person Female 86.4% Compensation 5.5%	6 / 3 / 1
Corporate Governance (GCG)	G	High (3 indicators)	Board structure, CG Policy, ESG Disclosure	Separation of Chair/CEO 5 sub-committees 56-1 One Report	2 / 1 / 0
Anti-Corruption	G	High	Anti-corruption policy, risk assessment, training, whistleblowing system	Anti-corruption policy in place Ongoing risk assessment Communication and training programs	- / - / -

26 Indicators	18 Indicators	11 Indicators	+16 Indicators (Improved in 2025)	96% Target for 2029
Ready for Disclosure	In Progress	Requires Action	Improvement achieved in 2025	Target achievement rate

The Company has successfully increased the number of green indicators from 10 to 26 within just one year, reflecting significant progress in advancing its sustainability performance.

The Company remains committed to continuous improvement, with a particular focus on Climate Change, where several indicators still require accelerated action. These include formal greenhouse gas (GHG) reporting, the establishment of short-term GHG reduction targets, third-party verification of GHG data, and advancing the TPI Management Quality (MQ) rating to Level 4.

In addition, the Company aims to further develop reporting systems and target-setting related to pollution and resource use under the Pollution & Resources theme. These priorities have been designated as key focus areas in the Company's 2026 operational plan.

Information on compliance with environmental management principles and standards

Compliance with environmental management principles and standards

Environmental management principles and standards : Standard of Corporate Social Responsibility, Department of Industrial Works (CSR-DIW STD), ISO 14001 - Environmental management systems, Other : FTSE Russell ESG Data Model v1.1

Compliance with energy management principles and standards

Energy management principles and standards : ISO 50001 Energy management, Other : FTSE Russell ESG Data Model v1.1

Compliance with water management principles and standards

Water management principles and standards : 3Rs or 5Rs, ISO 14046 - Environmental management Water footprint, ISO 46001 - Water efficiency management systems, Other : FTSE Russell ESG Data Model v1.1

Compliance with waste management principles and standards

Waste management principles and standards : 3Rs, 5Rs or 7Rs, Other : FTSE Russell ESG Data Model v1.1

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), The Greenhouse Gas Protocol, IPCC Guidelines for National Greenhouse Gas Inventories, US EPA Center for Corporate Climate Leadership, Others : FTSE Russell ESG Data Model v1.1

Information on other environmental management

Plans, performance, and outcomes related to other environmental management

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
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	:	1
Actual number of disclosure boundaries	:	1
Data disclosure coverage (%)	:	100.00

Information on energy management

Energy management plan

The company's energy management plan : Yes

Energy Management Performance, 2025

Energy management in hospitals is more complex than in typical businesses, as it requires continuous control of temperature and humidity, supports the constant operation of medical equipment, and responds to fluctuating electricity demand driven by seasonal changes and patient volume.

In 2025, the Company recorded total electricity expenses of THB 52,924,222 across 15 meters in 3 facilities. The highest monthly expenses occurred during AprilMay, ranging from THB 4.634.95 million, driven by increased cooling demand from air-conditioning systems. The lowest expenses were recorded during NovemberDecember, at THB 3.883.99 million per month.

These seasonal variations highlight opportunities to enhance energy efficiency, particularly through investments in higher-efficiency air-conditioning systems.

Reference link for company's energy management plan : <https://investor.ram-hosp.co.th/en/corporate-governance/policies-and-document>

Information on setting goals for managing energy

Setting goals for managing electricity and/or oil and fuel

Does the company set goals for electricity and/or fuel management : No

Information on performance and outcomes of energy management

Performance and outcomes of energy management

Performance and outcomes of energy management : No

Information on electricity management

Company's electricity consumption ^(*)

	2023	2024	2025
Total electricity consumption within the organization (Kilowatt-Hours)	12,263,077.00	12,162,405.00	12,601,005.00
Intensity ratio of total electricity consumption within the organization to total number of employees (Kilowatt-Hours / Person / Year)	1,680.10	6,391.17	6,518.89

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

Electricity Consumption Intensity

	2023	2024	2025
Intensity of total electricity consumption within the organization (Kilowatt-Hours / m ²)	N/A	N/A	N/A

Electricity Expense ^(*)

	2023	2024	2025
Total electricity expense (Baht)	N/A	N/A	52,924,222.34
Percentage of total electricity expense to total expenses (%) ^(**)	N/A	N/A	0.39
Percentage of total electricity expense to total revenues (%) ^(**)	N/A	N/A	0.35
Intensity ratio of total electricity expense to total number of employees (Baht / Person / Year)	N/A	N/A	27,379.32

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)	N/A	42,310.11	33,552.91
Gasoline (Litres)	N/A	N/A	4,187.66
LPG (Kilograms)	N/A	2,448.00	N/A

Additional explanation : Not include external fuel consumption

Company's fuel expense ^(*)

	2023	2024	2025
Total fuel expense (Baht)	N/A	N/A	1,227,788.70
Percentage of total fuel expense to total expenses (%) ^(**)	N/A	N/A	0.01
Percentage of total fuel expense to total revenues (%) ^(**)	N/A	N/A	0.01

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)	0.00	0.00	0.00

Energy Consumption Intensity

	2023	2024	2025
Intensity ratio of total energy consumption within the organization to total revenues (Megawatt-Hours / Thousand Baht of total revenues) ^(*)	0.00000000	0.00000000	0.00000000

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

Water management

Disclosure boundary in water management over the past years

Boundary type : Company
Total number of disclosure boundaries : 1
Actual number of disclosure boundaries : 1
Data disclosure coverage (%) : 100.00

Information on water management plan

Water management plan

The Company's water management plan : No

Information on setting goals for water management

Setting goals for water management

Does the company set goals for water management : No

Details of setting goals for water management

Information on performance and outcomes of water management

Performance and outcomes of water management

Performance and outcomes of water management : No

Information on water management

Water withdrawal by source

	2023	2024	2025
Total water withdrawal (Cubic meters)	N/A	118,528.00	142,511.30

	2023	2024	2025
Water withdrawal by third-party water (cubic meters)	N/A	118,528.00	142,511.30
Intensity ratio of total water withdrawal to total number of employees (Cubic meters / Person / Year)	N/A	62.28	73.73
Intensity ratio of total water withdrawal to total revenues (Cubic meters / Thousand Baht of total revenues) ^(*)	N/A	0.01	0.01

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

Water discharge by destinations

	2023	2024	2025
Percentage of treated wastewater (%)	N/A	100.00	100.00
Total wastewater discharge (cubic meters)	N/A	118,528.00	142,511.30

Water consumption

	2023	2024	2025
Total water consumption (Cubic meters)	0.00	118,528.00	142,511.30

Recycled water consumption

	2023	2024	2025
Total recycled water for consumption (Cubic meters)	0.00	0.00	0.00

Water Consumption Intensity

	2023	2024	2025
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	2023	2024	2025
Intensity ratio of total water consumption to total revenues (Cubic meters / Thousand Baht of total revenues) ^(*)	0.00000000	0.01158760	0.00940046

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

Water withdrawal expenses

	2023	2024	2025
Total water withdrawal expense (Baht)	0.00	N/A	2,280,180.84
Percentage of total water withdrawal expense to total expenses (%) ^(*)	0.00	N/A	0.02
Percentage of total water withdrawal expense to total revenues (%) ^(*)	0.00	N/A	0.02
Intensity ratio of total water withdrawal expense to total number of employees (Baht / Person / Year)	0.00	N/A	1,179.61

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	:	1
Actual number of disclosure boundaries	:	1
Data disclosure coverage (%)	:	100.00

Information on waste management plan

Waste management plan

The company's waste management plan : Yes

The Company recognizes its responsibility in managing hazardous waste generated from medical services, particularly infectious waste and chemicals, which may pose risks to communities and the environment if improperly handled. Therefore, the Company implements a systematic waste management approach, covering waste segregation at the source, safe storage, transportation by licensed service providers, and final disposal in accordance with relevant standards.

Waste Type	2024 (kg)	2025 (kg)	Change	2025 Management Cost (THB)	Disposal Method
Chemical Waste	467.7	415.7	11.1%	Included with hazardous waste	Sent to licensed industrial waste management company
Hazardous Waste	12,975.20	12,658.70	2.4%	402,855	Combined with chemical waste; overall hazardous waste 14.8%
Infectious Waste	173,893.70	141,788.70	18.5%	792,690	High-temperature incineration $\geq 850^{\circ}\text{C}$ or standard autoclave
General Waste	644,678	599,213.50	7.1%	264,000	Bangkok Metropolitan Administration / Municipality; sanitary landfill
Recyclable Waste	62,260.50	61,549.30	1.1%	● (Revenue: 111,569)	Sold to licensed recyclers
Organic / Food Waste	0	34,708	New in 2025	0 (very low cost)	In-house biocomposting
Total	894,275.10	850,333.90	4.9%	1,459,545	

Infectious waste decreased by 18.5%, or 32,105 kilograms, generating positive impacts on both environmental performance and cost efficiency. This is particularly significant as the disposal cost of infectious waste (approximately THB 5.59 per kilogram) is substantially higher than that of general waste (THB 0.44 per kilogram).

This improvement was driven by staff training on waste segregation, enhancements in clinical processes to reduce waste at the source, and the appropriate reuse of sterilized medical equipment. At the same time, hazardous waste (including chemical waste) decreased by 14.8%, helping to reduce the Company's environmental and regulatory risks. In 2025, the Company generated THB 111,569 in revenue from the sale of recyclable materials, representing a 25.8% increase from the previous year, reflecting improved efficiency in the waste segregation system. Meanwhile, total waste management expenses amounted to THB 1,459,545, increasing by only 2.5% despite a change in general waste service providers toward the end of the year, demonstrating effective cost management.

Reference link for company's waste management plan : <https://investor.ram-hosp.co.th/en/corporate-governance/policies-and-document>

Information on setting goals for waste management

Setting goals for waste management

Does the company set goals for waste management : No

Details of setting goals for waste management

Information on performance and outcomes of waste management

Performance and outcomes of waste management

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

The Company has concretely integrated Circular Economy (CE) principles into its hospital operations through four key strategies, with the objective of transitioning from a linear economy model (TakeMakeDispose) to a system where resources are circulated and value is retained for a longer period.

In 2025, the Company achieved a waste recovery rate of 7.6%. Although this remains relatively low compared to long-term targets, it demonstrates a clear pathway for continued development and improvement.

CE Strategy	Projects / Activities	Quantitative Results (2025)	Economic Value
Reduce (at source)	Optimize clinical processes to reduce infectious waste generation; campaigns to reduce unnecessary packaging; use of reprocessable equipment instead of single-use	Infectious waste 18.5% (-32,105 kg) Chemical waste 11.1% Hazardous waste 2.4% Total waste 4.9%	Reduced infectious waste disposal cost by ~THB 62,310 Total savings ~THB 132,395/year
Reuse	Fabric-to-Fuel project converting used textiles into fuel; reuse of certain packaging; reprocessing programs for selected medical devices	Used textiles diverted to Fabric-to-Fuel instead of landfill Reduced procurement of certain new materials	Lower procurement costs and reduced GHG emissions from new production
Recycle	Segregation and sale of recyclable materials (paper, plastic, metal, glass) to licensed recyclers	61,549.3 kg of recyclables sold Revenue of THB 111,569 in 2025 (25.8% from THB 88,664.5 in 2024)	Additional revenue of THB 22,904 Reduced landfill waste by 61,549 kg
Compost	Organic waste composting project from kitchen and garden into biocompost for internal use	34,708 kg of organic waste processed (New initiative in 2025; diverted from landfill)	Reduced fertilizer costs Reduced GHG emissions from landfill decomposition (methane avoidance)
Community CE	Return Waste Home, Reduce GHG initiative; encouraging patients and staff to return QR Code sealers for pharmaceutical packaging	Staff and patients participate in community recycling system; enhanced ESG awareness	Reduced community GHG emissions Strengthened community relations and green employer branding

The implementation of circular economy practices in a hospital context involves specific constraints that must be carefully considered. Patient safety must always remain the highest priority. The reuse or recycling of materials that come into contact with patients must comply with stringent sterilization standards, and the choice between single-use and reusable items must take into account life cycle costs, infection risks, and environmental impacts across the entire life cycle.

Accordingly, the Company adopts a cautious approach, focusing on areas that do not affect clinical safety, while gradually expanding the scope alongside the development of adequate monitoring and control systems.

Information on waste management

Waste Generation^(*)

	2023	2024	2025
Total waste generated (Kilograms)	896,897.00	653,795.70	850,334.60
Total non-hazardous waste (kilograms)	N/A	466,814.70	695,471.50
Non-hazardous waste - Landfilling (Kilograms)	N/A	268,772.10	599,213.50
Non-hazardous waste - Incineration with energy recovery (Kilograms)	N/A	198,042.60	N/A
Non-hazardous waste Others (kilograms)	N/A	N/A	96,258.00
Total hazardous waste (kilograms)	N/A	186,981.00	154,863.10
Hazardous waste - Landfilling (Kilograms)	N/A	186,981.00	N/A
Hazardous waste - Incineration without energy recovery (Kilograms)	N/A	N/A	141,788.70
Hazardous waste Others (kilograms)	N/A	N/A	13,074.40
Intensity ratio of total waste generated to total revenues (Kilograms / Thousand Baht of total revenues) ^(**)	0.09	0.06	0.06
Intensity ratio of total non-hazardous waste to total revenues (Kilograms / Thousand Baht of total revenues) ^(**)	N/A	0.05	0.05
Intensity ratio of total hazardous waste to total revenues (Kilograms / Thousand Baht of total revenues) ^(**)	N/A	0.02	0.01

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)	N/A	62,261.00	96,257.30

	2023	2024	2025
Reused/Recycled non-hazardous waste (Kilograms)	N/A	N/A	96,257.30
Reused non-hazardous waste (Kilograms)	N/A	N/A	34,708.00
Recycled non-hazardous waste (Kilograms)	N/A	N/A	61,549.30
Percentage of total reused/recycled waste to total waste generated (%)	N/A	9.52	11.32
Percentage of reused/recycled non-hazardous waste to non-hazardous waste (%)	N/A	N/A	13.84

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	:	1
Actual number of disclosure boundaries	:	1
Data disclosure coverage (%)	:	100.00

Information on greenhouse gas management plan

Greenhouse gas management plan

The companys greenhouse gas management plan : Yes

The Company has calculated its organizational greenhouse gas (GHG) emissions across all three scopes (Scope 1, Scope 2, and Scope 3). In 2025, total emissions amounted to 37,595 tonnes of carbon dioxide equivalent (tCO₂e), representing an increase of 30,478 tCO₂e compared to 2024.

This increase was not solely due to a rise in emission-generating activities. A key contributing factor was the Companys strong commitment to enhancing its GHG data collection system to ensure greater completeness and coverage. In 2025, the Company significantly improved its ability to capture and record emission-related activities across all scopes in a more comprehensive and detailed manner than in the previous year.

As a result, the reported data more accurately reflects the Companys actual GHG emissions and provides a closer representation of its true emissions profile.

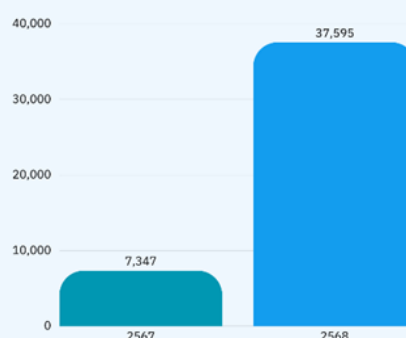
ปริมาณการปล่อยคาร์บอนฟุตพริ้นท์ขององค์กร รวม 3 ขอบข่าย (Scope) เปรียบเทียบปี 2567 และ ปี 2568

ปี 2567 :

7,347 TonCO₂eq

ปี 2568 (ปีปัจจุบัน) :

37,595 TonCO₂eq



The Company has therefore designated the 2025 greenhouse gas (GHG) emissions results as the baseline for use as a reference point in monitoring, analysis, and the systematic and continuous planning of emission reduction strategies in the years ahead.

ตารางสรุปการปล่อยคาร์บอนฟุตพริ้นท์ขององค์กร ปี 2568

Scope	ปริมาณการปล่อยก๊าซเรือนกระจก (TonCO2eq)	สัดส่วนปี 2568 (%)
Scope 1	5,573	14.82
Scope 2	25,140	66.87
ผลรวม Scope 1+2	30,173	-
Scope 3	6,882	18.31
อื่นๆ	884	-
ผลรวม Scope 1+2+3	37,595	100

ปริมาณการปล่อยก๊าซเรือนกระจกของโรงพยาบาล ปี 2568 แยกรายขอบเขต (Scope)

5,573

Scope 1

การปล่อยทางตรง
ขององค์กร

25,140

Scope 2

การปล่อยทางอ้อม
จากพลังงาน

6,882

Scope 3

การปล่อยทางอ้อมอื่นๆ
ตลอดห่วงโซ่มูลค่า

37,595

หน่วย : TonCO2eq

THB 52.92 million/year Total electricity cost	5,573 tCO2e (14.82%) Scope 1 GHG emissions (Direct)	25,140 tCO2e (66.87%) Scope 2 GHG emissions (Indirect)	37,595 tCO2e (Total) Baseline GHG emissions (2025)
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The Company's greenhouse gas (GHG) emissions structure, with Scope 2 accounting for as much as 66.87% of total emissions, reflects the inherent nature of hospital operations, which rely heavily on electricity consumption. This includes large-scale air-conditioning systems, continuously operating medical equipment, lighting in clinical areas, and various supporting systems.

The high proportion of Scope 2 emissions represents a critical strategic insight, as investments in renewable energy such as solar rooftop systems and improvements in energy efficiency such as transitioning to LED lighting and VRF systems can significantly reduce GHG emissions.

In addition, changes in the carbon intensity of Thailand's electricity grid, driven by the increasing share of renewable energy, directly impact the Company's Scope 2 emissions. This makes it an important factor that must be continuously monitored and managed.

Reference link for company's greenhouse gas management plan : <https://investor.ram-hosp.co.th/en/corporate-governance/policies-and-document>

Information on setting greenhouse gas emission goals

Setting greenhouse gas emission goals

Does the company set greenhouse gas management goals : Yes

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

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	2024 : Greenhouse gas emissions 578.00 tCO ₂ e	2025 : Reduced by 0.5% in comparison to the base year	2030 : Reduced by 5% in comparison to the base year	<ul style="list-style-type: none"> Thailand Greenhouse Gas Management Organization (TGO) : None Science-based Targets (SBTi) : None
Scope 2	2024 : Greenhouse gas emissions 6,080.00 tCO ₂ e	2025 : Reduced by 0.5% in comparison to the base year	2030 : Reduced by 5% in comparison to the base year	<ul style="list-style-type: none"> Thailand Greenhouse Gas Management Organization (TGO) : None Science-based Targets (SBTi) : None
Scope 3	2024 : Greenhouse gas emissions 95.00 tCO ₂ e	2025 : Reduced by 0.5% in comparison to the base year	2030 : Reduced by 5% 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

The Company has set a target to reduce greenhouse gas (GHG) emissions by 5% within five years, using 2025 as the base year with emissions of 30,173 tCO₂e. This implies a 2030 target of reducing emissions to below 28,665 tCO₂e. This target is considered both ambitious and achievable through the planned measures. However, the Company intends to review and potentially enhance its target to align with Science-Based Targets (SBTs) following the formal completion of its Carbon Footprint Report in 2026.

Measure	GHG Reduction (tCO ₂ e/year)	Investment (THB million)	NPV (THB million)	Payback Period	Timeline
Solar Rooftop Installation of solar panels on main building rooftops	~1,200	~18	28.2	~7 years	2027
LED Retrofit Replacement of all building lighting with high-efficiency LED	~400	~8	10.1	~5 years	2027
VRF High-efficiency Variable Refrigerant Flow air-conditioning system	~600	~30	30.3	~8 years	2028
Behavioral Conservation Energy-saving behavioral campaigns	~100			Immediate	2026
Low-GWP Refrigerant Transition from R22 to R32 to reduce GWP	~50	~2		~4 years	2027-2028
Total Measures	~2,350 (29.3% reduction)	~58	~68.6		2026-2028

Information on greenhouse gas management

The company's greenhouse gas emissions

	2023	2024	2025
Total GHG emissions (Metrics tonne of carbon dioxide equivalents)	0.00	6,753.00	37,595.00
Total greenhouse gas emissions - Scope 1 (Metric tonnes of carbon dioxide equivalent)	N/A	578.00	5,573.00
Total greenhouse gas emissions - Scope 2 (Metric tonnes of carbon dioxide equivalent)	N/A	6,080.00	25,140.00
Total greenhouse gas emissions - Scope 3 (Metric tonnes of carbon dioxide equivalent)	N/A	95.00	6,882.00

Greenhouse Gas Emissions Intensity

	2023	2024	2025
Intensity ratio of total GHG emissions to total revenues (Metric tonnes of carbon dioxide equivalent / Thousand Baht of total revenues) (*)	0.000000	0.000660	0.002480
Intensity ratio of total GHG emissions to total number of employees (Metric tonnes of carbon dioxide equivalent / Person)	0.00	3.55	19.45

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

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 : No
emissions

Information on reduction and absorption of greenhouse gas

Reduction of Greenhouse Gas

	2023	2024	2025
Total reduced GHG (Metric tonnes of carbon dioxide equivalent)	0.00	0.00	0.00
Climate Care Platform reduced GHG (Metric tonnes of carbon dioxide equivalent)	N/A	0.00	0.00
Care the Bear Project (Metric tonnes of carbon dioxide equivalent)	N/A	0.00	0.00
Care the Whale Project (Metric tonnes of carbon dioxide equivalent)	N/A	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)	N/A	0.00	0.00

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ESG Performance

Company Name : RAMKHAMHAENG HOSPITAL PUBLIC COMPANY LIMITED Symbol : RAM

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, Consumer/customer rights, Community and environmental rights, Safety and occupational health at work, Supplier rights

In 2025, the Company strengthened its focus on social and human rights aspects compared to the previous year. The social dimension within the ESG framework is critically important to the hospital business, as personnel are at the core of service delivery, and patients are directly impacted by the Companys operations. Accordingly, the Company manages social aspects under a policy framework covering four key areas, aligned with international standards.

Human Rights Policy

This policy ensures respect for fundamental human rights across all aspects of business operations, in alignment with the Universal Declaration of Human Rights and the UN Guiding Principles on Business and Human Rights. It covers the prevention of all forms of sexual harassment, prohibition of child and forced labor, non-discrimination based on gender, age, race, religion, disability, or sexual orientation, and the promotion of a workplace free from harassment and intimidation.

Labour Standards Policy

The Company complies with Thailand's labor laws and relevant International Labour Organization (ILO) conventions ratified by Thailand. It ensures fair employment practices, appropriate compensation, the right to rest and leave, and the prohibition of forced and child labor.

Occupational Health and Safety Policy

The Company is committed to achieving a Zero Fatality goal and continuously reducing work-related injuries and illnesses. It recognizes the specific risks faced by medical personnel, including exposure to infectious diseases, chemicals, radiation, and psychological stress from working in emergency conditions.

Human Capital Development Policy

This policy establishes a structured framework for employee development, including development budgets, training hour standards by job level, and career development pathways. It aims to enhance employee capabilities as critical human capital to support the Companys long-term growth.

Reference link for social and human rights policy and guidelines : <https://investor.ram-hosp.co.th/en/corporate-governance/policies-and-document>

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 : No

Changes in social and human rights policies, : Employee Rights, Consumer/customer rights, Community guidelines, and/or goals and environmental rights, Supplier rights

The Company contributes to social development at two levels: (1) internal human capital development through investments in education and training, and (2) external community and social engagement through various initiatives.

1. **Community Health Programs**

The Company provides free health check-up programs for communities surrounding the hospital, offering basic screenings such as blood pressure, blood glucose, and body mass index (BMI), along with health consultations by physicians and volunteer staff. These initiatives aim to enhance access to primary healthcare services for local communities.

In addition, the Company disseminates health knowledge through social media, its website, and Health Talk activities led by medical specialists. These efforts promote disease prevention awareness and encourage better self-care among the public, while also strengthening organizational recognition.

1. **Community Environmental Programs**

The Return Waste Home, Reduce GHG initiative encourages patients, relatives, and staff to return recyclable materials at designated collection points within the hospital. A QR Code system is used to track quantities and accumulate points, helping to extend sustainable waste management practices into the community and foster ESG awareness among service users.

1. **Support for Persons with Disabilities and Vulnerable Groups**

The Company employs 2 persons with disabilities directly and supports an additional 19 individuals indirectly through a fund, totaling 21 beneficiaries. In 2025, the Company contributed approximately THB 2,168,100 to the Fund for the Empowerment of Persons with Disabilities. Beyond legal compliance, this reflects the Company's commitment to fostering an inclusive society for all.

Information on compliance with human rights principles and standards

Compliance with human rights principles and standards

Human rights management principles and standards : Thai Labour Standard: Corporate Social Responsibility of Thai Businesses (TLS 8001-2010) by the Ministry of Labour, The UN Guiding Principles on Business and Human Rights

Information on Human Rights Due Diligence : HRDD

Human Rights Due Diligence : HRDD

Does the company have an HRDD process : Yes

The Company is in the process of developing a Human Rights Due Diligence (HRDD) framework in line with the UN Guiding Principles on Business and Human Rights (UNGPs) to assess and manage human rights risks within its supply chain. The focus is on high-risk supplier groups, including medical supply providers, outsourced cleaning and security service providers, and waste management service providers.

This process will encompass the identification, assessment, and mitigation of risks associated with business operations.

Information on other social management

Plans, performance, and outcomes related to other social management

The Company has established a Human Rights and Non-Discrimination framework, demonstrating its commitment to respecting human rights in line with the UN Guiding Principles on Business and Human Rights (UNGPs). In 2025, several key initiatives were undertaken:

A) Anti-Sexual Harassment Policy

Policy POL-HR-001 sets out measures to prevent and combat all forms of sexual harassment. It includes a confidential complaint mechanism, protection measures for complainants, and disciplinary actions without exception. This policy serves as supporting evidence for FTSE Russells SHR01 indicator and is currently in the process of being formally communicated.

B) Human Rights Due Diligence (HRDD)

The Company is developing an HRDD process in accordance with the UNGPs to assess and manage human rights risks within its supply chain. The focus is on high-risk suppliers, including medical suppliers, outsourced cleaning and security providers, and waste management service providers. The process will cover the identification, assessment, and mitigation of business-related risks.

C) Grievance Mechanism

The Company has established multi-level grievance channels, including supervisors, the HR department, the welfare committee, and the Board of Directors for serious cases. The process ensures confidentiality and protection against retaliation. The Company also plans to enhance its system for recording and reporting grievance statistics, including resolution rates within 30 days, for disclosure under SLS05 in 2026.

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
Total number of incidents or complaints related to business partners rights violations (cases)	0	0	0

	2023	2024	2025
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	N/A

Fair labor practice

Disclosure boundary in fair labor practice in the past years

Boundary type	:	Company
Total number of disclosure boundaries	:	1
Actual number of disclosure boundaries	:	1
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, Safety and occupational health at work

In 2025, the Company had a total of 1,933 employees. The workforce structure reflects the unique characteristics of the healthcare sector, which relies heavily on medical personnel particularly registered nurses, who represent a significant proportion of the workforce.

Workforce Indicators	2024	2025
Total Employees	1,903	1,933
Male Employees	267	262 (13.6%)
Female Employees	1,636	1,671 (86.4%)
Employees with Disabilities (Direct Employment)	2	2
Total Employment of Persons with Disabilities (Including Fund Support)	19	19
Contribution to Disability Fund (THB)	1,985,913	2,168,100

The proportion of female employees in the Company is consistent with the structure of Thailand's private hospital industry, which relies heavily on professional nursing staff. The Company adheres to merit-based employment, considering individuals' knowledge, capabilities, and qualifications without imposing gender-based quotas. It also promotes an inclusive and equitable working environment for all genders across all levels of positions. Regarding the employment of persons with disabilities, the Company directly employs 2 individuals and supports an additional 19 individuals through the relevant fund.

Employee Development through Training

In 2025, the Company conducted **102 training programs**, totaling **55,184 training hours**, with an average of **120 hours per employee per year**.

Investment in human capital is a top priority within the Company's social strategy. In 2025, a total of 102 training programs were delivered, generating 55,184 training hours, equivalent to an average of 120 hours per participant per year. This significantly exceeds the general benchmark in Thailand's healthcare service sector, which is approximately 3050 hours per person per year, and is more than 12 times higher than the minimum requirement set by the Nursing

Council for Continuing Professional Development (CPD) at 50 hours over 5 years (or 10 hours per year). This reflects the Company's strong commitment to investing in employee development beyond minimum standards.

- **External training:** 54 programs
- **Internal training:** 48 programs

The outcomes of training initiatives in 2025 demonstrate enhanced organizational capabilities across multiple areas, including improved patient safety, strengthened service culture, and increased technological readiness. Key programs such as BLS/CPR, Service Excellence, and Smart Hospital & AI have contributed to service quality enhancement and supported the transition toward a digital healthcare system.

OHS Indicators	2025 Performance	Context & Significance	FTSE Status
OHS Committee Training	30 participants, 2-day training (Aug 2025)	Complies with OHS Act B.E. 2554; establishes OHS representatives in all departments	
Firefighting & Evacuation Training	2 sessions, total 174 participants (Nov 2025)	Essential skills for new employees; reduces losses in emergency situations	
Annual BLS/CPR Training	4 sessions, total 657 participants	Refreshes life-saving skills; reduces risk to patients in emergencies	
ACLS Certification	4 sessions, total 116 participants	Ensures critical care staff maintain up-to-date advanced life-saving skills	
Infection Control (ICWN)	80 participants (Oct 2025)	Reduces infection risks for staff one of the most critical OHS issues in hospitals	
Utilities Risk Assessment	37 departments across 8 dimensions	Identifies and manages infrastructure risks impacting patient and staff safety	
Accident Statistics (LTIFR/TRIR)	Under development via HIMS system	Required disclosure under SHS10 target Q2/2026	Report in Q2/2026
Formal OHS Policy	In development	Requires Board-approved policy and public disclosure	Report in Q3/2026

Occupational Health and Safety (OHS) risks in a hospital setting are inherently unique. These include risks from exposure to blood and bodily fluids, medical radiation, chemotherapy drugs, and ergonomic risks associated with patient handling. Accordingly, the Company has implemented appropriate control measures, such as the use of personal protective equipment (PPE), radiation monitoring systems using personal dosimeters, the use of biological safety cabinets for the preparation of chemotherapy drugs, and guidelines to prevent work-related injuries among personnel.

Reference link for employee and labor management plan : <https://investor.ram-hosp.co.th/en/corporate-governance/policies-and-document>

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)
• Others : Training & Development	A structured human capital development plan has been established, covering medical, professional, and digital skills. Training effectiveness is measured and reported through the average training hours per employee, in alignment with the SLS08 indicator.	2025: Average employee training hours are no less than 6 hours per person.	2026: Average employee training hours are no less than 12 hours per person.

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 : Yes
management

In 2025, the Company implemented a total of 102 training programs, generating 55,184 training hours, equivalent to an average of 120 hours per participant per year. This figure is significantly higher than the general benchmark in Thailand's healthcare sector, which is approximately 3050 hours per person per year, and exceeds the minimum Continuing Professional Development (CPD) requirement set by the Nursing Council 50 hours over 5 years (or 10 hours per year) by more than 12 times. This reflects the Company's strong commitment to investing in employee development beyond minimum standards.

External Training 54 Programs

The Company sponsored employees to attend training at leading institutions such as Siriraj Hospital, Rajavithi Hospital, and King Chulalongkorn Memorial Hospital (Thai Red Cross Society). This demonstrates the Company's commitment to elevating professional standards to be on par with leading university hospitals.

Internal Training 48 Programs

Internal training programs are specifically designed to meet the needs of Ramkhamhaeng Hospital, covering clinical skills, safety, service excellence, and organizational development. These programs leverage internal resources as well as experts from partner institutions.

Overall, the training outcomes reflect enhanced organizational capabilities across multiple dimensions, including improved patient safety, strengthened service culture, and increased technological readiness. Key programs such as BLS/CPR, Service Excellence, and Smart Hospital & AI support service quality and facilitate the transition toward a digital healthcare system.

Information on employment

Employment

	2023	2024	2025
Total Employment (Person)	N/A	1,903	1,933
Percentage of employees to total employment (%)	N/A	100.00	100.00
Total employees (persons)	7299	1903	1933
Male employees (persons)	1168	267	262
Percentage of male employees (%)	16.00	14.03	13.55
Female employees (persons)	6131	1636	1671
Percentage of female employees (%)	84.00	85.97	86.45

Number of employees categorized by age

	2023	2024	2025
Total number of employees under 30 years old (Persons)	N/A	888	873
Percentage of employees under 30 years old (%)	N/A	46.66	45.16
Total number of employees 30-50 years old (Persons)	N/A	785	866
Percentage of employees 30-50 years old (%)	N/A	41.25	44.80

	2023	2024	2025
Total number of employees over 50 years old (Persons)	N/A	230	194
Percentage of employees over 50 years old (%)	N/A	12.09	10.04

Number of male employees categorized by age

	2023	2024	2025
Total number of male employees under 30 years old (Persons)	N/A	73	69
Percentage of male employees under 30 years old (%)	N/A	27.34	26.34
Total number of male employees 30-50 years old (Persons)	N/A	150	157
Percentage of male employees 30-50 years old (%)	N/A	56.18	59.92
Total number of male employees over 50 years old (Persons)	N/A	44	36
Percentage of male employees over 50 years old (%)	N/A	16.48	13.74

Number of female employees categorized by age

	2023	2024	2025
Total number of female employees under 30 years old (Persons)	N/A	815	804
Percentage of female employees under 30 years old (%)	N/A	49.82	48.11
Total number of female employees 30-50 years old (Persons)	N/A	635	709
Percentage of female employees 30-50 years old (%)	N/A	38.81	42.43

	2023	2024	2025
Total number of female employees over 50 years old (Persons)	N/A	186	158
Percentage of female employees over 50 years old (%)	N/A	11.37	9.46

Number of employees categorized by position

	2023	2024	2025
Total number of employees in operational level (Persons)	N/A	1,817	1,841
Percentage of employees in operational level (%)	N/A	95.48	95.24
Total number of employees in management level (Persons)	N/A	73	80
Percentage of employees in management level (%)	N/A	3.84	4.14
Total number of employees in executive level (Persons)	N/A	13	12
Percentage of employees in executive level (%)	N/A	0.68	0.62

Number of male employees categorized by position

	2023	2024	2025
Total number of male employees in operational level (Persons)	N/A	241	235
Percentage of male employees in operational level (%)	N/A	90.26	89.69
Total number of male employees in management level (Persons)	N/A	15	17
Percentage of male employees in management level (%)	N/A	5.62	6.49

	2023	2024	2025
Total number of male employees in executive level (Persons)	N/A	11	10
Percentage of male employees in executive level (%)	N/A	4.12	3.82

Number of female employees categorized by position

	2023	2024	2025
Total number of female employees in operational level (Persons)	N/A	1,576	1,606
Percentage of female employees in operational level (%)	N/A	96.33	96.11
Total number of female employees in management level (Persons)	N/A	58	63
Percentage of female employees in management level (%)	N/A	3.55	3.77
Total number of female employees in executive level (Persons)	N/A	2	2
Percentage of female employees in executive level (%)	N/A	0.12	0.12

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	267	262

Number of female employees working in Thailand

	2023	2024	2025
Total female employees working in Thailand (Person)	N/A	1,636	1,671

Employment of workers with disabilities

	2023	2024	2025
Total employment of workers with disabilities (persons)	19	19	21
Percentage of disabled workers to total employment (%)	N/A	1.00	1.09
Total number of employees with disabilities (Persons)	3	2	2
Total male employees with disabilities (persons)	1	1	1
Total female employees with disabilities (persons)	2	1	1
Percentage of disabled employees to total employees (%)	0.04	0.11	0.10
Total number of workers who are not employees with disabilities (persons)	16	17	19
Contributions to empowerment for persons with disabilities fund	Yes	Yes	Yes

Information on compensation of employees

Employee remuneration by gender

	2023	2024	2025
Total employee remuneration (baht)	2,124,826,535.00	779,711,821.00	828,398,867.00
Total male employee remuneration (baht)	N/A	106,222,686.00	115,165,150.00

	2023	2024	2025
Percentage of remuneration for male employees (%)	N/A	13.62	13.90
Total female employee remuneration (baht)	N/A	673,489,135.00	713,233,717.00
Percentage of remuneration for female employees (%)	N/A	86.38	86.10
Average of remuneration of employees (Baht/persons)	291,112.01	409,727.70	428,556.06
Average of remuneration for male employees (Baht/persons)	N/A	397,837.78	439,561.64
Average of remuneration for female employees (Baht/persons)	N/A	411,668.18	426,830.47
Rate of average of remuneration between female employees and male employees	N/A	1.03	0.97

Information on provident fund management

Provident fund management policy and guidelines

Provident fund management policy and guidelines : No

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)	0	0	1900
Number of employees joining in PVD (persons)	0	0	975
Number of PVD members / Total employees (%)	0.00	0.00	50.44
Number of PVD members / Total eligible employees (%)	0.00	0.00	51.32

Amount of provident fund

	2023	2024	2025
Total amount of provident fund contributed by employer (baht)	0.00	0.00	1,274,260.00
Total amount of provident fund contributed by employee (baht)	0.00	0.00	4,413,594.00

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 (%)
RAMKHAMHAENG HOSPITAL PUBLIC COMPANY LIMITED	Yes	1,933	1,900	975	50.44	51.32

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

Providing education or information on selecting appropriate investment policies

The Company joined the Provident Fund in 2025 and actively encouraged employee participation. Guest speakers from a bank were invited to provide financial knowledge sessions, which received strong interest from employees.

Information on employee development

Employee training and development

	2023	2024	2025
Employee development plans as part of annual performance reviews	No	No	Yes
Average employee training hours (Hours / Person / Year)	6.00	6.00	6.00
Total amount spent on employee training and development (Baht)	0.00	N/A	N/A
Percentage of training and development expenses to total expenses (%) ^(*)	0.000000	N/A	N/A
Percentage of training and development expenses to total revenue (%) ^(*)	0.000000	N/A	N/A

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

Information on safety, occupational health, and work environment

Statistic of accident and injuries of employees from work

	2023	2024	2025
Total number of lost time injury incidents by employees (Cases)	0	0	0
Total number of employees that lost time injuries for 1 day or more (Persons)	0	0	0
Percentage of employees that lost time injuries for 1 day or more (%)	0.00	0.00	0.00
Total number of employees that fatalities as a result of work-related injury (Persons)	0	0	0

	2023	2024	2025
Percentage of employees that fatalities as a result of work-related injury (%)	0.00	0.00	0.00

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

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

Information on promoting employee relations and participation

Employee engagement

	2023	2024	2025
Total number of employee turnover leaving the company voluntarily (persons)	404	276	221
Total number of male employee turnover leaving the company voluntarily (persons)	81	28	28
Total number of female employee turnover leaving the company voluntarily (persons)	323	248	193
Proportion of voluntary resignations (%)	5.54	14.50	11.43
Percentage of male employee turnover leaving the Company voluntarily (%)	20.05	10.14	12.67
Percentage of female employee turnover leaving the Company voluntarily (%)	79.95	89.86	87.33

	2023	2024	2025
Evaluation result of employee engagement	No	No	No

Employee internal groups

Employee internal groups : No

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
- Reference link to consumer data privacy and protection policy and guidelines : <https://investor.ram-hosp.co.th/en/privacy-policy>

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.
- Reference link for responsible sales and marketing policy and guidelines :
- Page number of the reference link :

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 : Labeling of goods and products with legally required information

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 : Consumer data privacy and protection

The company recognizes the importance of personal data protection and maintaining security standards for personal data in accordance with appropriate and international standards. Therefore, this Privacy Policy has been established and disseminated to the general public involved with the hospital. It is effective for all executives, employees, and external personnel working for the hospital. All executives of all departments are responsible for supporting, promoting, and monitoring the implementation of this policy and relevant personal data protection laws as follows.

1. The collection of personal data shall be limited to what is necessary and relevant to the purpose of use, and shall be in accordance with the policies, manuals, and/or guidelines established by the hospital.

2. The quality of personal data collected shall be accurate and appropriate. Appropriate measures shall be in place to maintain the security of personal data, including risk management and awareness-raising on personal data security.
3. The hospital shall publicize and disseminate policies and practices related to personal data protection through its website and implement other measures as required by law, such as having measures to support the exercise of rights by data subjects, assigning responsibilities to Data Controllers and Data Processors, and appointing a Data Protection Officer (DPO).
4. All hospital personnel shall be aware of and responsible for protecting the personal data of those involved as if it were their own.

Information on setting customer management goals

Setting customer management goals

Does the company set customer management goals : No

Details of setting customer management goals

Information on performance and results of customer management

Performance and outcomes of customer management

Performance and outcomes of customer management : No

Customer satisfaction

	2023	2024	2025
Evaluation results of customer satisfaction	Yes	Yes	Yes

Channels for receiving complaints from customers/consumers

Companys channels for receiving complaints from customers/consumers : Yes

Telephone : 1512, 02-743-9999

Fax : 0 2374 0804

Email : callcenter@ram-hosp.com

Companys website : <http://www.ram-hosp.co.th>

Address : -

Responsibility to community/ society

Information on community development and engagement policies

Community development and engagement policies

Community development and engagement policies : No

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 : Education, Sports and recreation, Disadvantaged and implemented by the company over the past year vulnerable groups

The Company contributes to social development at two levels: (1) internal human capital development through investments in education and training, and (2) external community and social engagement through various initiatives.

1. Community Health Programs

- Free health check-up programs for communities surrounding the hospital, offering basic screenings such as blood pressure, blood glucose, and body mass index (BMI), along with health consultations by physicians and volunteer staff. These initiatives aim to enhance access to primary healthcare services for local communities.
- Health education initiatives delivered through social media, the Company's website, and Health Talk sessions by medical specialists, promoting disease prevention and public health awareness while strengthening organizational recognition.

1. Community Environmental Programs

- The Return Waste Home, Reduce GHG initiative encourages patients, relatives, and staff to return recyclable materials at designated collection points within the hospital. A QR Code system is used to track quantities and accumulate points, supporting the expansion of sustainable waste management practices into the community and fostering ESG awareness among service users.

1. Support for Persons with Disabilities and Vulnerable Groups

- The Company employs 2 persons with disabilities directly and supports an additional 19 individuals through a fund, totaling 21 beneficiaries.
- In 2025, the Company contributed approximately THB 2,168,100 to the Fund for the Empowerment of Persons with Disabilities. Beyond legal compliance, this reflects the Company's commitment to building an inclusive society for all.

Reference link for company's community and social : <https://www.ram-hosp.co.th/en/news>
management plan

Information on setting of community and social management goals

Setting of community and social management goals

Does the company set community and social : No
management goals

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 and Social Activities

1. 1. Community Support and Public Health Initiatives

- Ramkhamhaeng Hospital supported IT equipment for Hua Mak Metropolitan Police Station and provided financial support for anti-drug awareness training programs.
- The Hospital organized **Basic Life Support (CPR) and AED training** for the general public to enhance emergency response capabilities.
- Medical equipment and supplies were donated to Rattanaapracharak Hospital to support healthcare services.
- The Company conducted **six annual blood donation drives in 2025**, encouraging employee participation in supporting patients in need of blood and fostering a culture of social responsibility.
- Provided first aid units and emergency ambulance services for **YBL Tryouts Season 2**, supporting public safety during the event.
- In collaboration with AIA, the Hospital provided **quadrivalent influenza vaccinations** under the AIA Sharing A Life program (12th edition).
- Organized activities for **World Stroke Day 2025**, promoting comprehensive awareness of brain health and stroke prevention.

Academic and Professional Seminars

- The Cardiopulmonary Rehabilitation Department, in collaboration with **Mr. Carl D. Mottram, Associate Professor of Medicine, Mayo Clinic**, conducted an academic session on *Laboratory Practice in Cardiopulmonary Exercise Testing (CPET)* to enhance knowledge and technical skills among healthcare professionals.
- The Hospital also organized a **theoretical and hands-on training program** on *Cardiopulmonary Exercise Testing in Clinical Medicine*, with participation from physicians, nurses, and healthcare professionals nationwide.

Public Education Seminars

- **World Kidney Day 2025 Seminar: How to Keep Your Kidneys Healthy**
- **Quality Pregnancy Program 2025: Healthy Moms and Babies** (for 16 months of pregnancy)
- Seminar on *When Should You See a Doctor? Urinary Incontinence, Infections, Kidney Stones, and Prostate Enlargement*
- Seminar on *Understanding Epilepsy*
- Seminar on *Chronic Headaches: What Should You Be Aware Of?*

Benefit from implementing social development project

Financial benefits

Does the company measure the financial benefits from social development? : No

Non-financial benefits

Does the company measure the non-financial : No
benefits from social development?

Expenses from social and environmental development project

	2023	2024	2025
Total financial contribution to community/social development projects or activities (Bath)	0.00	0.00	0.00
Percentage of financial contribution for community/social development projects or activities to total expense (%) ^(*)	0.000000	0.000000	0.000000
Percentage of financial contribution for community/social development projects or activities to total revenue (%) ^(*)	0.000000	0.000000	0.000000

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

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ESG Performance

Company Name : RAMKHAMHAENG HOSPITAL PUBLIC COMPANY LIMITED Symbol : RAM

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

Corporate Governance Policy

Information on overview of the policy and guidelines

Corporate governance policy and guidelines

Corporate governance policy and guidelines : Yes

The Company recognizes the role, duties, and responsibilities of good corporate governance as a driver of relationships and building credibility with investors and business stakeholders, adding value to the organization and promoting the sustainable growth of the Company. By managing the business with fairness, integrity, transparency, in accordance with the principles of good corporate governance, and as a core value of leading organizations, the Company has therefore established a corporate governance policy to serve as a framework for various aspects of its operations as follows:

1. The Board of Directors, executives, and all employees will perform their duties with determination, dedication, and full responsibility to the best of their ability for the utmost benefit of the Company.
2. The Board of Directors plays a vital role in conjunction with management in setting the Company's vision, strategies, policies, and key plans, including establishing an appropriate and fair organizational structure and working relationship between the Board of Directors, management, and shareholders. This involves establishing appropriate management and business operation guidelines, as well as supervising and monitoring management to ensure compliance with established policies, strategies, and plans.
3. The Board of Directors and executives must be leaders in ethics and role models in performing their duties with honesty, integrity, fairness, transparency, and accountability.
4. The Board of Directors, executives, and all employees will adhere to fairness by treating all stakeholders equally. They will also oversee, control, and prevent any decisions or actions that present a conflict of interest.
5. The Board of Directors ensures that the Company discloses material information, both financial and non-financial, accurately, adequately, transparently, timely, and reliably through various channels that are easily and equally accessible to all stakeholders.

The Company places importance on conducting business with transparency, accountability, ethics, and compliance with all applicable laws. It has established internal control, audit, and reporting systems. Currently, the Board of Directors prioritizes assessing risks affecting the business by providing policies and guidelines for financial reporting practices as follows;

1. Internal Reporting: These include reports submitted to management, the Board of Directors, and committees for consideration and monitoring of the system and monthly performance.
2. External Reporting: The Company provides quarterly financial statement reporting, annual reports, and other disclosures to external parties.
3. The Board recognizes: the importance of accurate and complete financial reporting, along with the auditor's report in the annual report.

For Risk Control through Internal Control, the Board has a policy of aggregating and monitoring risks by having a monitoring and surveillance system in place to continuously assess risks.

For Control and Monitoring, the Company holds regular monthly meetings to monitor performance, cost control, and jointly adjust strategies to ensure the hospital's strength and maintain its competitiveness. This includes joint venture hospitals within the Ramkhamhaeng Hospital network, which operate under the same standards.

For Management for Equality among Stakeholder Groups, The Company's management policy recognizes the importance of maintaining a balance among customer groups (patients), treating physicians, employee groups, shareholder groups, and other stakeholder groups such as insurance companies, contracting companies, and related agencies. The Company is committed to conducting business with integrity and fairness to all groups equally.

Reference link for the full version of corporate governance policy and guidelines : <https://investor.ram-hosp.co.th/en/corporate-governance/policies-and-document>
Page number of the reference link : 2-4

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, Corporate governance of subsidiaries and associated companies

Nomination of directors

Key Criteria: The Nomination and Remuneration Committee is responsible for considering, selecting, and recruiting individuals who deserve to be nominated as directors in a transparent manner. The nominated individuals must possess knowledge, abilities, and perform their duties with diligence, honesty, and dedication. The committee also considers the list of persons that the company allows shareholders to nominate for directorship (if any).

Recruitment: From the list of persons that the Company allows shareholders to nominate for directorship (if any)
From the recommendations of the Board of Directors
From external consultants

Selection and Appointment Process: The Nomination and Remuneration Committee considers and selects qualified individuals based on the specified criteria. The consideration of the specific expertise of the directors (Board Skill Matrix) is used as a criterion for considering the qualifications of directors to be recruited. This consideration is based on the necessary skills and alignment with the company's business strategies. The selection is then proposed to the Board of Directors (excluding interested directors) for approval before being submitted to the shareholders' meeting for further consideration.

Reappointment: The committee will consider various factors, such as past performance, meeting attendance, and participation in meetings.

Reference link for Nomination of directors : <https://investor.ram-hosp.co.th/en/corporate-governance/policies-and-document>

Determination of director remuneration

Remuneration and Benefits Determination: The Nomination and Remuneration Committee considers and determines the remuneration and other benefits of the Board of Directors and its subcommittees, taking into account the Company's performance, responsibilities, and the Board's performance, and proposes them to the Board of Directors and the shareholders for further approval.

Independence of the board of directors from the management

The Board of Directors and management have a clear separation of roles, responsibilities, and accountability to ensure checks and balances in management. The Board of Directors will consider and approve overall policies such as vision,

mission, strategies, operating policies, and corporate governance policies to achieve objectives and goals. Meanwhile, management is responsible for managing the company according to the policies set by the Board of Directors.

Director development

The Board of Directors has a policy to support and promote the continuous development of knowledge for directors and executives. The company secretary will coordinate to facilitate the directors to participate in seminars, training programs, and knowledge exchange related to their duties.

In 2025, the following directors participated in training programs:

- Dr. Rukkhajee Kanchanaphithak, Certificate in Medical Law Program (Class 1) the Medical Council of Thailand and the Mahitala Dhibesra Institute.

Board performance evaluation

The assessment of the overall performance of the Board of Directors and sub-committees (As a Whole) and individual self-assessments (Self-Assessment) are in accordance with good corporate governance principles for listed companies.

The assessments are jointly considered to improve the performance of duties and responsibilities of the Board of Directors for the benefit of the company with maximum efficiency and effectiveness.

The self-assessment of individual directors consists of 3 topics: (1) Structure and Qualifications, (2) Meetings, and (3) Roles and Responsibilities. The evaluation results indicate that the performance of individual directors is rated as "Good".

The performance evaluation of the Board of Directors and sub-committees as a whole consists of 4 topics: (1) Structure and Qualifications, (2) Meetings, (3) Roles and Responsibilities, and (4) Others. The evaluation results indicate that the performance of the Board of Directors is rated as "Good".

Corporate governance of subsidiaries and associated companies

The Board of Directors recognizes the importance of good corporate governance based on the principles of corporate ethics by focusing on conducting business with transparency, accountability, ethics, and compliance with relevant laws. The Board of Directors has assigned executives to serve as directors of subsidiaries and associates as appropriate and has provided policies to directors who work with subsidiaries and associates, especially by providing policies directly to the boards of directors of subsidiaries and associates on business risks. Since the private hospital business is considered an important business that must care for patients according to medical ethics, the Board of Directors prioritizes having a system with quality standards, risks related to patient rights, risks in the operating system, and risks in other areas such as financial system risks, financial reporting, accounting standards, and financial risk assessment that affect the business.

The guidelines are similar to those of Ramkhamhaeng Hospital Public Company Limited, with the following approaches:

1) Internal Reporting System. The Board of Directors has arranged meetings for reporting at the executive level to acknowledge business operations, system development, and problem-solving on a weekly basis, and to report operating results on a monthly basis.

2) External Reporting System. The Board of Directors has established a system for reporting quarterly and annual operating results in conjunction with the auditor's report.

3) Information Disclosure Policy, Financial Position and Operating Results, Related Party Transactions, Asset Acquisitions, or Other Important Transactions. The Board of Directors will report in accordance with accounting standards, which have been audited by a certified auditor, as stipulated by the Stock Exchange of Thailand.

4) The Board of Directors appoints directors and executives and defines the scope of duties and responsibilities of the persons acting as representatives to act honestly to protect the interests of the subsidiary and to comply with the Company's policies in accordance with good corporate governance principles and relevant laws. At the same time, the Company has established a policy for voting as a director of the subsidiary on various important resolutions, such as capital reductions, capital increases, budget approvals, approval of work management structures, or entering into various transactions as stipulated by the Securities and Exchange Act, etc., which must be in accordance with the guidelines set by the Company, including good corporate governance principles.

The Company has no agreements with other shareholders regarding the management of subsidiaries and associates, except for the investment in Thonburi Rangsit Co., Ltd., which has a shareholder agreement that has been notified to the Stock Exchange of Thailand.

Policy and guidelines related to shareholders and stakeholders

Policy and guidelines related to shareholders and stakeholders : Yes

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

Shareholder

- 1) Treat all shareholders fairly, both major and minor, taking into account the fundamental rights of shareholders, such as the rights stipulated by law and the Company's Articles of Association, the right to attend shareholder meetings and vote, and the right to express opinions freely.
- 2) Ensure the right of shareholders to receive a fair return.
- 3) Report the Company's status and operating results, including the Company's future prospects, to shareholders equally and completely, in accordance with the truth. Do not seek benefits for oneself and related parties by using any information of the Company that has not been disclosed to the public.
- 4) Grant shareholders the right to propose suggestions regarding the Company's business operations as owners of the company. All important suggestions will be compiled and submitted to the Board of Directors for consideration.

Reference link for Shareholder : <https://investor.ram-hosp.co.th/en/corporate-governance/corporate-governance-at-ram>

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Employee

- 1) Recruitment, selection, and employment will be conducted based on equality and equal opportunities for all applicants. Consideration will be given to individuals with knowledge, abilities, experience, and ethics suitable for the job position and with attitudes that align with the organization's values.
- 2) Evaluate work performance and manage compensation by considering the suitability for job responsibilities and the abilities of each employee. Including providing fair and appropriate benefits to employees and regularly reviewing and improving them.
- 3) Provide employee care funds according to the law, such as contributions to the Social Security Fund and employee welfare funds, such as the Provident Fund, to take care of employees in the long term.
- 4) Treat employees fairly. Manage work with impartiality. Appointments, transfers, as well as rewards and punishments for employees must be carried out with equality and good faith.
- 5) Support and respect the right of employees to express their opinions freely. Listen to comments and suggestions from employees at all levels equally and fairly.
- 6) Promote continuous skill development and potential enhancement, along with providing job security and career advancement. Encourage employees to receive further training in fields related to their work, providing opportunities to employees comprehensively and consistently.
- 7) Comply with laws and regulations related to employees and the principles of fundamental human rights according to international standards.
- 8) Manage work according to the occupational health, safety, and environmental management system. Cultivate awareness and promote working with happiness. Create a good working atmosphere and environment. Have an environmental management system according to international standards.

- 9) Encourage employees to understand ethics and job roles to foster good work behavior and morality.
- 10) Encourage employees to participate in setting work directions, including solving problems of the department and the Company as a whole.
- 11) Provide channels for disclosing important information to employees to ensure their understanding of the business operations and performance of the Company's various businesses.
- 12) Establish a personnel development policy to serve as a framework and guideline for the preparation of human resource management plans to ensure fairness, verifiability, and employee happiness, as follows:
 - (1) Promote systematic, comprehensive, and continuous development by enhancing knowledge, abilities, potential, and appropriate work skills to ensure efficient and successful operations in accordance with the objectives. Including promoting morality and ethics for personnel according to their job positions.
 - (2) Develop personnel development plans according to job positions.
 - (3) Develop the potential of executives and enhance the work performance of employees at all levels according to their job positions continuously.
 - (4) Develop knowledge management to create a culture of continuous learning, knowledge transfer, knowledge exchange, and work experience.
 - (5) Promote and facilitate training and knowledge provision to the Company's directors and executives on good corporate governance to ensure continuous development of operations.

Reference link for Employee : <https://investor.ram-hosp.co.th/en/corporate-governance/corporate-governance-at-ram>

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Customer

- 1) Provide services/products that maximize customer benefits in terms of quality and price, under appropriate safety and technology, and continuously raise standards.
- 2) Comply with contracts, agreements, or conditions with customers transparently and equally. In cases where compliance is not possible, promptly negotiate with customers in advance to jointly find solutions and prevent damage.
- 3) Establish a customer service system and open communication channels to provide advice on problem-solving and receive complaints to ensure maximum customer satisfaction and confidence in receiving excellent service.
- 4) Disclose complete, accurate, and up-to-date information about the services without distortion of facts, and maintain good and sustainable relationships.
- 5) Prioritize the protection of customer confidentiality and refrain from using such information for personal gain and/or the benefit of other related parties.

Reference link for Customer : <https://investor.ram-hosp.co.th/en/corporate-governance/corporate-governance-at-ram>

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Business competitor

- 1) Conduct business within the framework of free competition and relevant laws transparently, including not taking advantage of competitors through unlawful means.
- 2) Do not seek confidential information from competitors through dishonest or inappropriate means.
- 3) Do not damage the reputation of competitors by making false accusations.
- 4) Do not enter into any agreements with competitors or any person that would reduce or limit competition in the market.

Reference link for Business competitor : <https://investor.ram-hosp.co.th/en/corporate-governance/corporate-governance-at-ram>

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Business partner

- 1) Strictly, transparently, and equally comply with contracts, agreements, and conditions with business partners.
- 2) Consider selecting business partners by taking into account the needs in terms of quality, price, quantity, time, service, delivery, after-sales service, warranty, and other conditions, without conducting transactions with individuals or legal entities that violate the law, commit fraud, or engage in conduct that is conducive to corruption.
- 3) Set a clear timeframe for procurement and various operations. In the event that the conditions cannot be met, promptly notify the business partner in advance to jointly consider solutions.
- 4) Make payments to business partners correctly and on time.
- 5) Maintain the confidentiality of business partners' information and not use the information for the benefit of oneself and/or other related parties unless permitted by the business partner.
- 6) Encourage and support business partners to conduct business under the principles of sustainable development with social and environmental responsibility.

Reference link for Business partner : <https://investor.ram-hosp.co.th/en/corporate-governance/corporate-governance-at-ram>

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Creditor

- 1) Establish contracts with all types of creditors in accordance with the law, strictly comply with the agreements or conditions agreed upon, including potential obligations and liabilities, and be responsible for various collaterals.
- 2) Disclose accurate and clear information to creditors, including allowing visits to the business and arranging meetings with management.
- 3) Do not conceal important information or facts, and do not use any fraudulent methods that may cause damage to creditors.
- 4) Repay loans and interest to all types of creditors in full and on the agreed-upon due dates.
- 5) In the event that any of the conditions cannot be met or there are reasons for default, the creditor must be notified immediately to jointly consider solutions using reasonable principles.
- 6) Manage capital to have an appropriate structure to support the company's business operations and maintain creditor confidence.

Reference link for Creditor : <https://investor.ram-hosp.co.th/en/corporate-governance/corporate-governance-at-ram>

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Government agencies

- 1) Strictly comply with relevant laws and regulations.
- 2) Refrain from any actions that may induce employees of government agencies or regulatory bodies to engage in improper conduct.
- 3) Provide feedback and support the activities of government agencies and regulatory bodies.
- 4) Receive inspections, listen to opinions, suggestions, or complaints from government agencies or regulatory bodies.

Reference link for Government agencies : <https://investor.ram-hosp.co.th/en/corporate-governance/corporate-governance-at-ram>

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Community and society

- 1) Take care of the environment around the community, control and manage waste management from processes, general use, including various contaminants, using efficient technology and continuous monitoring to avoid environmental impacts.
- 2) Support activities/projects in medicine and public health to improve the health and quality of life of people in the community and society.

- 3) Support activities/projects to help alleviate the suffering of disaster victims.
- 4) Support foundations and charitable organizations to help the underprivileged have a better life.
- 5) Promote and support cultural preservation and religious development activities.
- 6) Promote the conservation of energy, natural resources, and the environment for the well-being of society.
- 7) Do not support any activities that are harmful to society or good morals and/or promote vices.
- 8) Listen to opinions and suggestions by providing a grievance system due to the company's operations that impact the community. The company will conduct inspections, improvements, corrections, and report the results in a timely manner.
- 9) Cultivate the consciousness of the company's personnel to be socially and environmentally responsible.

Reference link for Community and society : <https://investor.ram-hosp.co.th/en/corporate-governance/corporate-governance-at-ram>

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Information on business code of conduct

Business code of conduct

Business code of conduct : Yes

Business operations must be conducted with honesty, integrity, and transparency. The Company has established a Code of Conduct and Ethics for Directors, Executives, and Employees, with details as follows:

1. Code of Conduct for Business Operations

1.1 Conduct business in accordance with the law.

1.2 Conduct business that benefits the economic system, society, and the environment.

1) Conduct business that benefits the overall economic system.

2) Conduct business that does not violate customs, traditions, or cause harm to society.

3) Conduct business with consideration for the impact on society, communities, natural resources, and the environment, including supporting activities that contribute to social and environmental well-being.

4) Conduct business with consideration for occupational health and safety. Maintain a hygienic and safe working environment, control the risk of accidents and health impacts that may arise from work, and ensure sufficient and readily available personal protective equipment.

1.3 Treat stakeholders fairly without taking advantage.

1) Protect the interests of all stakeholders fairly.

2) Ensure that the rights of stakeholders are protected by law.

3) Be sincere and fair to customers and always willing to assist them.

4) Be fair to all employees without discrimination and harassment. Promote a good working atmosphere, employee development, and provide appropriate compensation and benefits.

1.4 Information Disclosure

1) Disclose information adequately, timely, accurately, completely, and transparently on a regular basis. This should be in accordance with the regulations of the Securities and Exchange Commission and the best practices and principles of information disclosure for listed companies as prescribed.

2) Be careful not to mislead stakeholders or cause them to misunderstand the facts of the information.

2. Code of Conduct for Company Executives

2.1 Manage the Company's business to achieve growth, stability, and generate appropriate returns.

- 2.2 Perform duties and make decisions with competence and caution by applying knowledge, experience, expertise, and management skills to the best of one's ability in all cases.
- 2.3 Do not disclose the Company's internal information, confidential information of customers, employees, and the Company's operations, both intentionally and unintentionally, to outsiders unless permitted by the Company and related persons or disclosed in compliance with legal requirements.
- 2.4 Conduct oneself within the framework of good morals and traditions, refraining from disgraceful behavior, and making decisions with integrity, caution, honesty, diligence, and care for the best interests of the Company, customers, shareholders, and employees.
- 2.5 Manage with a broad vision, enhancing efficiency, effectiveness, and ethics to achieve the Company's objectives and goals.
- 2.6 Treat employees with courtesy, supervise subordinates fairly, and do not abuse authority.
- 2.7 Demonstrate commitment to ethics and code of conduct by acting as a good role model for other employees. Foster a work environment conducive to ethical conduct and strive to deter and prevent ethical violations.
- 2.8 Support capacity building, career advancement, and work efficiency improvement for employees. Provide appropriate benefits to employees, be sincere, and respect their rights and expressions of opinion.

3. Code of Conduct for Company Employees

3.1 Code of Conduct for Oneself

- 1) Strictly comply with the Company's work rules and regulations.
- 2) Perform duties with honesty, integrity, diligence, and strive to improve work efficiency for the benefit of both employees and the Company.
- 3) Have a positive attitude towards the Company, be respectful, obedient, and comply with the orders of supervisors issued in accordance with the Company's policies and regulations.
- 4) Perform duties with knowledge, ability, efficiency, and standards according to the position.
- 5) Conduct oneself within the framework of good morals and traditions, refraining from disgraceful behavior.

3.2 Code of Conduct Towards Colleagues

- 1) Be united and supportive of one another, avoiding conflicts that could lead to harm to others and the Company.
- 2) Treat fellow employees with friendliness, sincerity, respect for their rights, and mutual respect. Avoid disclosing or criticizing information or stories about others, both work-related and personal, in a manner that could cause damage to colleagues and the Company.
- 3) Avoid giving and receiving gifts of high value or for the purpose of receiving favors or creating bias, both for oneself, fellow employees, and between subordinates and supervisors.

3.3 Code of Conduct Towards the Company

- 1) Have faith, commitment, honesty, diligence, loyalty to the organization, and uphold the Company's reputation.
- 2) Do not use one's authority for personal gain or for the benefit of others, both directly and indirectly, which may cause damage to the Company.
- 3) Report matters that affect the Company's operations or reputation to supervisors without delay.
- 4) Maintain the confidentiality of the Company. Do not disclose information, news, or innovations, both tangible and intangible, that could harm the Company. Do not use information obtained from work for personal gain.
- 5) Safeguard and maintain the Company's assets in good condition, utilize them to their fullest potential, and be economical, preventing waste, loss, damage, or deterioration before their time.

3.4 Prohibited Conduct Against the Company's Interests

- 1) Do not use one's position to seek personal gain or benefit one's group or engage in business that competes with the Company.
- 2) Do not engage in or operate, both directly and indirectly, in businesses that compete with or conflict with the interests of the Company.

- 3) Have no financial interest in customers or business partners, whether as an owner, partner, shareholder, director, creditor, debtor, or consultant. If such an interest exists, it must be disclosed to the supervisor.
- 4) Do not collect or accept any assets from customers or those doing business with the Company other than expenses and fees charged by the Company.

4. Stakeholder Engagement Policy: The Board of Directors is committed to treating stakeholders fairly, conducting business with respect for their rights, and listening to their opinions or concerns. The Company also aims to build understanding and collaboration with stakeholders on matters of their interest, including social and environmental development, to ensure the Company's sustainable business operations. Stakeholders are categorized into groups, and the Company has guidelines for engaging with each group as follows:

4.1 Dealing with Shareholders

- 1) Treat shareholders fairly, both large and small, considering their fundamental rights, such as those stipulated by law and the Company's Articles of Association, the right to attend shareholder meetings and vote, and the right to express opinions freely.
- 2) Protect the rights of shareholders to receive fair returns.
- 3) Report the status and performance of the Company, including its future prospects, to shareholders equally, completely, and truthfully. Do not seek benefits for oneself or related persons by using any information of the Company that has not yet been disclosed to the public.
- 4) Grant shareholders the right to provide suggestions regarding the Company's business operations as owners of the Company. All important suggestions will be collected and submitted to the Board of Directors for consideration.

4.2 Dealing with Customers

- 1) Provide services/products that maximize customer benefits in terms of quality and price under appropriate safety and technology, and continuously raise standards.
- 2) Comply with contracts, agreements, or conditions with customers transparently and equally. In cases where compliance is not possible, promptly negotiate with customers in advance to find solutions together and prevent damage.
- 3) Establish a customer service system and open communication channels to provide advice on problem-solving and receive complaints to ensure maximum customer satisfaction and confidence in receiving excellent service.
- 4) Disclose complete, accurate, timely, and undistorted information about services, and maintain good and lasting relationships.
- 5) Give importance to maintaining the confidentiality of customer information at all times and do not use such information for the benefit of oneself and/or other related persons.

4.3 Dealing with Business Partners

- 1) Comply with contracts, agreements, and conditions with business partners strictly, transparently, and equally.
- 2) Select business partners based on needs in terms of quality, price, quantity, time, service, delivery, after-sales service, warranty, and other conditions. Do not engage in transactions with individuals or legal entities that violate the law, engage in fraud, or exhibit fraudulent behavior.
- 3) Establish clear procurement and operational procedures. In cases where compliance with conditions is not possible, promptly notify business partners in advance to jointly consider solutions.
- 4) Make payments to business partners accurately and on time.
- 5) Maintain the confidentiality of business partner information at all times and do not use such information for personal gain and/or for the benefit of other related persons, unless permitted by the business partner.
- 6) Encourage and support business partners in conducting business based on the principles of sustainable development with social and environmental responsibility.

4.4 Dealing with Competitors

- 1) Conduct business within the framework of free competition and relevant laws transparently, and do not take advantage of competitors through unlawful means.

- 2) Do not seek confidential information of competitors through dishonest or inappropriate means.
- 3) Do not damage the reputation of competitors by making false accusations.
- 4) Do not enter into any agreements with competitors or any person that would reduce or limit competition in the market.

4.5 Dealing with Creditors

- 1) Establish contracts with all types of creditors in accordance with the law. Comply with contracts or agreed-upon conditions, including potential liabilities and debts, and be responsible for collateral.
- 2) Disclose accurate and clear information to creditors, including allowing them to visit the business and arranging meetings with management.
- 3) Do not conceal important information or facts, and do not use any fraudulent means that may cause damage to creditors.
- 4) Repay loans and interest to all types of creditors in full and on time as agreed.
- 5) In the event of non-compliance with any condition or default on debt repayment, promptly notify the creditor to jointly consider solutions based on reasonableness.
- 6) Manage capital to have an appropriate structure to support the Company's business operations and maintain creditor confidence.

4.6 Dealing with Employees

- 1) Recruitment, selection, and employment will be conducted on the basis of equality and equal opportunity for all applicants. Consideration will be given to individuals with knowledge, abilities, experience, and ethics suitable for the position and whose attitudes align with the organization's values.
- 2) Evaluate performance and manage compensation based on the suitability of responsibilities and individual employee capabilities. Provide fair and appropriate benefits to employees and ensure continuous improvement.
- 3) Establish employee welfare funds in accordance with the law, including contributions to the Social Security Fund and employee welfare funds, such as the Provident Fund, to provide long-term care for employees.
- 4) Treat employees fairly. Manage with fairness. Appointments, transfers, rewards, and punishments of employees must be carried out fairly and impartially.
- 5) Support and respect the right of employees to express their opinions freely. Listen to opinions and suggestions from employees at all levels equally and fairly.
- 6) Promote continuous skill development and capacity building, along with providing job security and career advancement. Encourage employees to receive further training in fields related to their work, providing equal and consistent opportunities for all employees.
- 7) Comply with relevant laws and regulations regarding employees and the principles of fundamental human rights according to international standards.
- 8) Manage work according to the occupational health and safety management system, cultivate awareness, and promote happy working. Create a good working atmosphere and environment with an international standard environmental management system.
- 9) Encourage employees to understand ethics and their roles and responsibilities to foster ethical behavior in the workplace.
- 10) Encourage employee participation in setting work direction, including solving problems within the department and the Company as a whole.
- 11) Provide channels for disclosing important information to employees to ensure their understanding of the Company's business operations and performance in various businesses.
- 12) Establish a personnel development policy to serve as a framework and guideline for human resource management planning to ensure fairness, transparency, and employee satisfaction, as follows: (1) Promote systematic, comprehensive, and continuous development by enhancing knowledge, abilities, potential, and appropriate work skills to ensure efficient and successful operations in accordance with the objectives. Also, promote morality and ethics among personnel according to their job positions.

- (2) Develop a personnel development plan according to job positions.
 - (3) Continuously develop the potential of executives and enhance the work performance of employees at all levels according to their job positions.
 - (4) Develop knowledge management to create a culture of continuous learning, knowledge sharing, and the exchange of work experiences.
 - (5) Promote and facilitate training and knowledge provision to the Company's directors and executives on good corporate governance to ensure continuous work improvement.
- 4.7 Dealing with the Community, Society, Resources, and the Environment

- 1) Protect the environment surrounding the community. Control and manage waste disposal from processes, general use, and contaminants using efficient technology and continuous monitoring to prevent environmental impact.
- 2) Support medical and public health activities/projects to improve the health and well-being of people in the community and society.
- 3) Support activities/projects that provide relief to disaster victims.
- 4) Support foundations and charitable organizations to help the underprivileged have a better life.
- 5) Promote and support cultural preservation and religious activities.
- 6) Promote the conservation of energy, natural resources, and the environment for the well-being of society.
- 7) Do not support any activities that are harmful to society or good morals and/or promote vices.
- 8) Listen to opinions and suggestions. Establish a grievance system for community impacts resulting from the Company's operations. The Company will conduct investigations, make improvements, and provide timely feedback.
- 9) Instill in the Company's personnel a sense of social and environmental responsibility.

4.8 Dealing with Relevant Government Agencies and Regulatory Bodies

- 1) Strictly comply with relevant laws and regulations.
- 2) Do not engage in any act that may induce employees of government agencies or regulatory bodies to act improperly.
- 3) Provide opinions and support the activities of government agencies and regulatory bodies. Accept inspections, listen to opinions, suggestions, or complaints from government agencies or regulatory bodies.

Reference link for the full version of business code of conduct : <https://investor.ram-hosp.co.th/en/corporate-governance/policies-and-document>

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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 IT system security, Environmental management, Human rights, Safety and occupational health at work

Prevention of Conflicts of Interest

To prevent conflicts of interest, the Company has established a clear policy on managing items that may give rise to conflicts of interest. This includes a written procedure for approving related party transactions between the Company or individuals who may have a conflict of interest. In the event that a director has an interest in any agenda item, that director shall not be entitled to vote on such agenda item. In addition, the Company has established guidelines to prevent conflicts of interest between the Company, its subsidiaries, associates, and related companies as follows:

- (1) The location of the Company and its associates or related companies engaged in the same healthcare business must be at least 10 kilometers apart (for newly built hospitals).
- (2) For hospitals that are already in operation and located less than 10 kilometers apart, the Company cannot rectify the location issue. However, there will be a management policy of not competing for customers, with customer segmentation based on area and the status of patients in overlapping areas. Consideration may also be given to providing mutual medical treatment assistance.
- (3) The Company has established guidelines for sending representatives to serve as directors and executives in subsidiaries, associates, and related companies as follows:
 - (3.1) For subsidiaries: The Company will send directors to serve as directors and executives to establish management policies, operations, financial reporting, and to supervise and oversee the subsidiary's business in accordance with good corporate governance policies.
 - (3.2) For associates: The Company will send representatives to serve as directors of the associate company as a shareholder, in accordance with its shareholding proportion, and will jointly consider and approve agenda items presented to the Board of Directors of the associate company in the ordinary course of business. If there is any agenda item in which the Company has an interest (related party transaction), the Company's representative will abstain from voting on such agenda item. In any investment in an associate, the Company has considered the appropriateness of the investment both in terms of strengthening the business and the return on investment through dividends that the Company will receive. This must result from the associate having good operating results, improved cost control, and consistent dividend payments to shareholders. Therefore, the Company may consider sending representatives to serve as executives of the associate in the event that the Company sees an opportunity to improve the performance of that associate through the exchange of knowledge, expertise, or assistance in better cost management, such as joint procurement of medical equipment and instruments to increase bargaining power on prices and receive better after-sales service. However, if any associate has stable and good growth performance, the Company may only send representatives to serve as directors.
 - (3.3) For related companies: As the Company holds a minority stake, it will not send representatives to serve as directors or executives, except in cases where the related company requests the Company to send representatives to serve as directors or executives in order to exchange knowledge, expertise, or assist in better capital management of the related company. This is to maximize the benefits of investing in such businesses. However, if there is any agenda item in which the Company has an interest (related party transaction), the representative who is a director of the Company will abstain from voting on such agenda item.
- (4) The Board of Directors has established policies and procedures to prevent executives and related persons from using inside information of the Company, its subsidiaries, or other companies for personal gain or for conflicting interests. These policies are stipulated in the Business Ethics and Company Code of Conduct, which have been published on the Company's website as follows: Directors, Sub-Committees, Executives, and Employees of the Company and its subsidiaries who have or may have a direct or indirect conflict of interest with the Company or its subsidiaries, including holding positions in other companies with the same business as the Company, must not disclose or use any confidential information of the Company or its subsidiaries to other companies and/or any other person in a manner that may cause a conflict of interest with the Company or its subsidiaries, such as financial information that has not yet been disclosed to the public. However, this does not include the disclosure of information for the purpose of enabling such company to use such information to comply with rules, announcements, regulations, or requirements regarding the disclosure of information reporting of relevant agencies. In approving transactions between related parties, the unit responsible, together with the Risk Management and Investment Committee, will initially assess such transactions. They will gather information and analyze whether the transactions are reasonable, in the best interests of the Company, and at a fair price. The transactions will then be presented for approval according to the established procedures and processes. Executives or directors with an interest in the transaction will not be involved in its approval. In 2024, the Company did not encounter any conflicts of interest between directors, executives, and employees engaging in related party transactions that led to conflicts of interest.

Anti-corruption

The Company conducts its business with a commitment to combating all forms of corruption. It has established a process for assessing fraud risks, risk management, and monitoring to prevent and suppress fraud and misconduct, as well as to promote a corporate culture that upholds honesty and righteousness. The Company has established an anti-corruption policy and guidelines, which have been communicated to the Company's executives and employees and published on the Company's website.

Anti-Corruption Policy

Corruption means any act, whether offering, promising, soliciting, demanding, giving or accepting, assets or any other benefits, to or from a state official or any other person doing business with the Company, whether directly or indirectly, in order for such person to perform or refrain from performing their duties to obtain or maintain any other improper business advantage, except where permitted by law, regulation, rule, local custom, or business practice.

Directors, executives, and employees will not engage in or tolerate any form of corruption under any circumstances.

The Company has established guidelines for the regular review and update of its anti-corruption policy to comply with changes in business, regulations, rules, and relevant laws.

Guidelines

1. Directors, executives, and employees must comply with the anti-corruption policy that the Company has communicated and disseminated through various channels, such as employee training and the Company's website, without engaging in corruption both directly and indirectly.
2. Directors, executives, and employees must be cautious about accepting or giving entertainment, including giving or receiving gifts. They must strictly comply with the policy on giving or receiving gifts or other benefits and not affect their decision-making in the performance of their duties.
3. Procurement, charitable donations, and financial support must be in accordance with the Company's transparent and auditable regulations and procedures. The Company's policy on charitable donations and financial support emphasizes adequate and appropriate internal controls that enable operations to comply with good governance principles.
4. Directors, executives, and employees should not ignore or overlook any act of corruption related to the Company. They must notify their supervisor, the person in charge, or the channels according to the Company's whistleblowing and complaint policy, and cooperate in the investigation of the facts.
5. Those who commit corruption are guilty of an offense that must be subject to disciplinary action according to company regulations and may be subject to legal penalties if it is a criminal offense.

Whistleblowing and Protection of Whistleblowers

The Board of Directors provides an opportunity for directors, executives, employees, and stakeholders both inside and outside the Company and its subsidiaries to report any illegal acts, complaints, or suggestions regarding illegal acts, business ethics, inaccurate financial reporting, corruption, or deficiencies in the internal control system of the Company and its subsidiaries. The Company will take such whistleblowing, complaints, or suggestions to investigate the facts in order to determine supervisory measures. This can be done through the following channels:

By E-mail: IA@ram-hosp.co.th

Company website <https://www.ram-hosp.co.th/>

By mail Submit a whistleblowing and complaint form

To the Board of Directors, Chairman of the Audit Committee, Head of Internal Audit

Ramkhamhaeng Hospital Public Company Limited

436 Ramkhamhaeng Road, Hua Mak Subdistrict, Bang Kapi District, Bangkok 10240

Complaint handling process

Initially, the Internal Audit Department is responsible for overseeing, collecting, screening information, verifying facts, and summarizing complaints to the Hospital Director. The Hospital Director will appoint an investigation committee to screen information and conduct an investigation. Representatives of the investigation committee participating in the

consideration include the Human Resources Director or a representative from the department, the supervisor of the complainant who must be a person who has no conflict of interest with the complainant, a representative from the Risk Management Working Group, the Secretary to the Audit Committee, or a representative from the Audit Committee to observe.

After the investigation, the Internal Audit Department will summarize the report and submit the report on the progress of the complaint and whistleblowing to the Audit Committee. In the case of matters affecting the reputation, image, or financial status of the Company, or matters that are inconsistent with the Company's business conduct policy, or matters involving senior management, the Audit Committee will propose to the Board of Directors for further consideration.

Measures to protect whistleblowers and complainants, including confidentiality

The Board of Directors has established policies and guidelines for the protection of whistleblowers and complainants.

The Company will keep the information of whistleblowers and complainants confidential. Persons who receive information from performing duties related to such matters are obliged to keep the information, complaints, and documentary evidence of whistleblowers and complainants confidential and must not disclose such information to unrelated persons, except as disclosure is required by law. In 2024, the Company did not receive any complaints regarding corruption and there were no cases of violation of the code of business conduct.

Reference link for Whistleblowing and Protection of Whistleblowers : <https://investor.ram-hosp.co.th/en/corporate-governance/anti-fraud-policy>

Prevention of Misuse of Inside Information

The Company has policies and procedures to oversee directors and executives in using the Company's inside information for personal gain. The Company requires directors and senior executives to report changes in their shareholdings to the Securities and Exchange Commission according to Section 59 of the Securities and Exchange Act B. E. 2535 (1992), as well as notify the Company Secretary of such changes.

In addition, a securities trading policy has been established. At the Board of Directors Meeting No. 10/2025, held on 14 November 2025, the policy was duly reviewed, and all directors attending the meeting acknowledged the policy.

In 2025, there were no incidents of directors, executives, employees, or related persons violating the measures to prevent the use of inside information or trading securities using inside information for their benefit.

Gift giving or receiving, entertainment, or business hospitality

The anti-corruption policy specifies the following guidelines:

- Directors, executives, and employees must exercise caution in giving or receiving hospitality, gifts, or any other benefits. Such actions must strictly comply with the Company's policy on giving or receiving gifts or other benefits and must not influence, or appear to influence, decision-making in the performance of their duties.

Compliance with laws, regulations, and rules

Regulations on Approval Authority and the Execution of Various Transactions

The Company has assigned the Board of Directors the authority to approve various matters within the scope of duties and responsibilities stipulated by law, the Company's Articles of Association, the Charter of the Board of Directors, and resolutions of the shareholders' meeting. This includes regularly reviewing operational strategies, revising annual work plans and budgets, investment plans, one-time investment expenses, and the Company's administrative expense budget. It also encompasses monitoring and evaluating operations to ensure alignment with established plans and approving significant related party transactions. Meanwhile, the Group Chief Executive Officer is responsible for managing the Company's operations as assigned by the Board of Directors and has the authority to approve transactions within the budget approved by the Board of Directors.

Information and IT system security

Information technology is recognized as a key component in internal operations to enhance management efficiency, accuracy, and speed, thereby strengthening competitiveness and supporting sustainable growth. At the same time, risks associated with the use of information systems are acknowledged. Accordingly, information security and IT

management policies are established as a framework and guideline for employees and relevant parties, with the following practices:

1. Company data must be transmitted and stored only within the Company's information systems. Appropriate access rights for viewing, modifying, or deleting data are defined. Users must be identified and authenticated prior to accessing data or connecting to the systems.
2. All personnel involved in the Company's information systems—whether users, designers, operators, system administrators, or data custodians, including both employees and non-employees—must strictly comply with IT security policies.
3. Sensitive or confidential information must be properly controlled and monitored to ensure it is not disclosed to unauthorized parties. Such controls must be strictly enforced without exception.
4. Information systems must remain available and capable of supporting emergency situations, such as disasters or cyberattacks. Data and systems must be recoverable, with logging, monitoring, and access controls implemented in accordance with established policies.

Comprehensive information security policies are established, including computer and network security policies, information management system policies, and business continuity plans. Responsibility is assigned to the director in charge of computer systems to oversee data, application software, computer systems, and networks, as well as to determine implementation approaches and monitor compliance.

In addition, training on IT security policies and relevant information is provided to ensure proper understanding among all related parties, reducing potential misunderstandings. This supports the confidentiality, integrity, and availability of information and IT resources. All hospital system users must receive appropriate training on IT security policies in accordance with their roles and responsibilities.

Environmental management

Environmental Pillar

The Environmental Pillar covers three key themes for the ICB 4533 Health Care Providers sector: Climate Change, Pollution & Resources, and Water Security. These themes reflect both the direct environmental impacts of hospital operations and the environmental risks that may affect the continuity of patient care services.

Climate Change Policy

Climate change presents two significant types of risks to hospital operations. The first is physical risk, such as floods, heatwaves, and climate-related diseases, which increase patient volumes and resource demand. The second is transition risk, including greenhouse gas regulations, rising energy costs, and expectations from institutional investors. This policy outlines how RAM manages both dimensions.

Key focus areas:

- **GHG Emission Reduction:** Measurement and disclosure of greenhouse gas emissions across Scope 1 (direct), Scope 2 (indirect from purchased electricity), and Scope 3 (value chain), with clearly defined short- and long-term reduction targets (ECC38, ECC39).
- **Climate Adaptation:** Development and implementation of climate adaptation plans, including flood response, Business Continuity Plans (BCP), and infrastructure risk assessments (ECC0).
- **Board-Level Climate Governance:** Climate issues are regularly reviewed at the Board level, with reporting to the Risk and Investment Committee (ECC08).
- **Climate Risk & Opportunity Analysis:** Identification, assessment, and disclosure aligned with the TCFD framework across all four pillars (ECC44).
- **Climate Scenario Analysis:** Testing business resilience under different global temperature scenarios to support long-term strategy (ECC45).
- **ERM Integration:** All climate-related risks are incorporated into the risk register and assessed alongside key business risks (ECC50).

- **Internal Carbon Pricing:** Use of a shadow carbon price to evaluate energy investment decisions (ECC51).
- **Executive Climate Incentives:** Integration of GHG reduction performance into executive compensation metrics (ECC75).

Pollution and Resource Management Policy

Healthcare operations generate complex waste streams. According to the World Health Organization (WHO), healthcare waste includes general waste and hazardous waste such as infectious waste, sharps, chemical waste, and radioactive waste, all of which require specialized handling. Improper management poses risks to public health and legal compliance.

Key focus areas:

- **Hazardous Medical Waste Management:** Clear policies on waste segregation, compliant disposal methods, and reduction targets (EPR01, EPR24).
- **Comprehensive Pollution & Resource Policy:** Management of air, water, and soil pollution, alongside efficient resource utilization (EPR03, EPR04).
- **Recycling and Pollution Reduction:** Promotion of recycling for non-hazardous waste and adoption of circular economy practices.
- **Environmental Management System (ISO 14001):** Commitment to achieving ISO 14001 certification to ensure systematic and externally verified environmental management (EPR28).
- **Waste Disclosure:** Annual disclosure of waste volumes by type and disposal methods.

Water Security Policy

Water is a critical resource for hospital operations, including sanitation, sterilization, laundry, food services, and cooling systems. Hospital wastewater may contain chemicals, pathogens, and pharmaceutical residues, requiring proper treatment. Operations in Bangkok also face flood and land subsidence risks.

Key focus areas:

- **Water Management Policy:** Efficient water use, loss reduction, and water reuse where appropriate (EWS01).
- **Water Risk Assessment:** Annual assessment using tools such as WRI Aqueduct 4.0 to identify risks related to scarcity, flooding, and water quality (EWS02).
- **Water Consumption Disclosure:** Annual reporting of total water use by facility, including intensity metrics (EWS05).
- **Water Conservation Projects:** Systematic reduction initiatives, including leak detection, water-saving devices, and staff training (EWS07).
- **Wastewater Treatment:** Ensuring effective treatment systems, compliance with legal standards, and public disclosure of water quality results (EWS10).
- **Water Stress Disclosure:** Reporting on operations in high water-stress areas and related mitigation measures (EWS13).

Reference link for Environmental management : <https://investor.ram-hosp.co.th/en/corporate-governance/policies-and-document>

Human rights

Labor Standards Policy

Labor standards are classified as High Exposure, the highest level under the FTSE Russell framework, with stricter minimum scoring thresholds than other themes. As a labor-intensive business in the healthcare services sector, fair and high-quality workforce management is both an ESG requirement and a key driver of long-term competitiveness.

Fundamental Labor Rights

- **Freedom of Association & Collective Bargaining:**

Respect for employees rights to freedom of association and collective bargaining in line with ILO Core Conventions, without interference or obstruction (SLS01).

- **Prohibition of Forced & Child Labour:**

Strict prohibition of forced labor and child labor across operations and the supply chain, in alignment with UN Global Compact Principles 45 (SLS02, SLS03).

- **Fair Remuneration:**

Provision of compensation at no less than legal minimum requirements, along with appropriate benefits, and regular review of remuneration fairness (SLS04).

Human Capital Development and Equality

- **Training & Development:**

Implementation of structured employee development programs covering medical, professional, and digital skills, with measurement and disclosure of average training hours per employee (SLS08).

- **Equal Opportunity Policy:**

Adoption of a non-discrimination policy across all stages of employment, promotion, and career development (SLS10).

- **Workforce Data Disclosure:**

Disclosure of workforce composition by gender, age, employment type, and position to ensure transparency in human capital management (SLS13).

Grievance Mechanisms and Working Environment

- **Employee Grievance Mechanism:**

Provision of accessible, secure, and confidential grievance channels, with timely and fair investigation and resolution processes (SLS05).

- **Anti-Harassment and Anti-Bullying Policy:**

Strict enforcement of policies to prevent sexual harassment and workplace bullying, ensuring a safe and inclusive working environment for all employees.

Reference link for Human rights : <https://investor.ram-hosp.co.th/en/corporate-governance/policies-and-document>

Safety and occupational health at work

Occupational Health and Safety Policy

The hospital working environment presents unique risks compared to other industries, including exposure to infectious diseases and biological hazards, injuries from needles and sharps, psychological stress from critical patient care (compassion fatigue), and cumulative risks from long working hours and shift work. Employee safety is therefore directly linked to the quality of patient care and overall organizational performance.

Key Focus Areas

- **Occupational Health and Safety (OHS) Policy:**

Establishment of an OHS policy covering all employees, contractors, and service recipients, with public disclosure (SHS01).

- **Health and Safety Management System:**

Implementation of workplace safety management in accordance with ISO 45001 or equivalent standards, including hazard identification, risk assessment, and control measures (SHS02).

- **Employee Wellness Programme:**

Implementation of physical and mental health programs, including psychological support for personnel working in high-stress environments (SHS07).

- **Safety Performance Metrics:**

Collection and reporting of key safety indicators, such as work-related injury rates, lost time injury frequency rates, and incident reporting, to support continuous improvement (SHS10).

- **Training and Safety Culture:**

Provision of safety training for all personnel, both at onboarding and on a continuous basis, to foster a safety-first organizational culture.

Reference link for Safety and occupational health at work : <https://investor.ram-hosp.co.th/en/corporate-governance/policies-and-document>

Promotion of compliance with the business code of conduct

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

The Company provides training on the Code of Conduct and workplace practices during new employee orientation.

The key policies covered include:

- Good Corporate Governance
- Business Ethics and Code of Conduct
- Policy and guidelines on the prevention of insider trading
- Policy and guidelines on the prevention of conflicts of interest
- Anti-corruption policy
- Sustainability policy and practices

All employees are required to complete the training, with a 100% completion rate as specified.

Communication

These policies are communicated to all employees through various channels, such as the internal computer network system (Intranet). They are also disclosed externally on the Company's website under the Investor Relations section > Corporate Governance.

Participation in anti-corruption networks

Participation or declaration of intent to join anti-corruption networks : No

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 : No

Material changes and developments in policy and guidelines over the past year : No

Implementation of the CG Code for listed companies

Implementation of the CG Code as prescribed by the SEC : Mostly used in practice

The Company has established a Compliance Unit to support the Company in overseeing the operations of executives, employees, and various departments of the Company to comply with the laws and regulations of various regulatory authorities, such as the Securities and Exchange Commission (SEC) and the Stock Exchange of Thailand (SET), as well as coordinating with regulatory authorities to ensure that the Company's operations are in accordance with relevant rules, regulations, and requirements. Mr. Mingpimuk Limjaroensak, Head of Internal Audit, serves as the Head of Compliance.

In 2024, the Company did not violate any laws, rules, regulations, and requirements of the SEC and the SET.

The adoption of the Corporate Governance Code for Listed Companies 2017 (CG Code)

In 2024, the Company reviewed its current corporate governance practices against the 2005 Corporate Governance Code for Listed Companies issued by the Stock Exchange of Thailand and the 2017 Corporate Governance Code for Listed Companies issued by the SEC. The Company believes that it has adopted most of the CG Code's best practices. For the CG Code's best practices that the Company is currently unable to implement or that are not consistent or appropriate for the Company's business, the Board of Directors will consider the feasibility of implementing such CG Code best practices or finding appropriate alternative measures. In the past year, the Company was unable to comply with the following corporate governance principles:

1. The Board should consider establishing a Corporate Governance Committee.

The Company has established a Compliance Unit to oversee the operations of executives, employees, and various departments of the Company to comply with the laws and regulations of the regulatory authorities, as well as good corporate governance. The Compliance Unit reports directly to the Board of Directors for acknowledgement/approval (as the case may be).

2. The Board should consider establishing a Sustainability Committee.

The Company has established a Sustainability Unit, consisting of executives and employees from each department, reporting directly to the Chief Executive Officer of the Group. Sustainability issues will be presented to the Board of Directors for acknowledgement/approval (as the case may be).

Other corporate governance performance and outcomes

Corporate Governance Structure

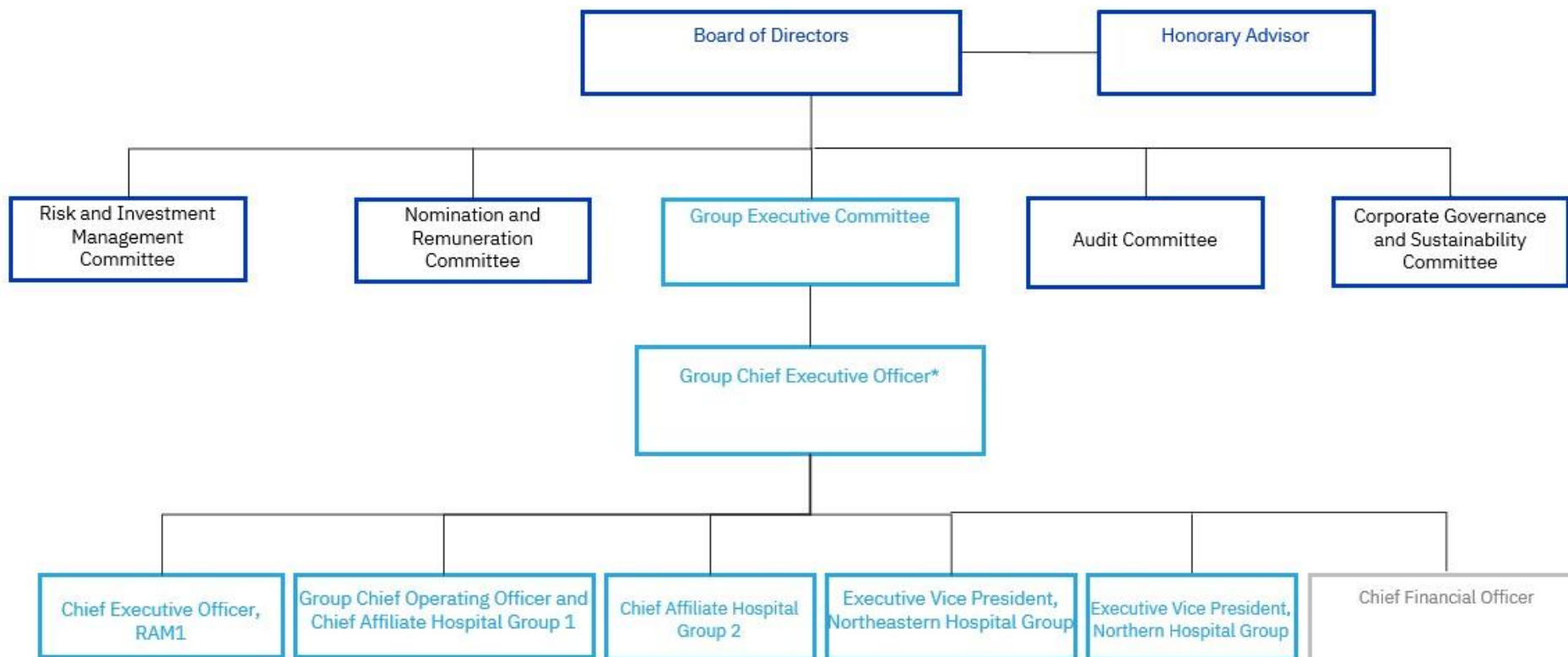
Information on corporate governance structure

Corporate governance structure

Corporate governance structure diagram

Corporate governance structure as of date : 27 Feb 2026

Organizational Chart Ramkhamhaeng Hospital Public Company Limited



Organizational Chart of Ramkhamhaeng Hospital Public Company Limited

Information on the board of directors

Information on the board of directors

Composition of the board of directors

	2023		2024		2025	
	Male (persons)	Female (persons)	Male (persons)	Female (persons)	Male (persons)	Female (persons)
Total directors	15		15		15	
	11	4	10	5	11	4
Executive directors	6		5		7	
	5	1	4	1	5	2
Non-executive directors	9		10		8	
	6	3	6	4	6	2
Independent directors	5		5		5	
	3	2	3	2	3	2
Non-executive directors who have no position in independent directors	4		5		3	
	3	1	3	2	3	0

	2023		2024		2025	
	Male (%)	Female (%)	Male (%)	Female (%)	Male (%)	Female (%)
Total directors	100.00		100.00		100.00	
	73.33	26.67	66.67	33.33	73.33	26.67
Executive directors	40.00		33.33		46.67	
	33.33	6.67	26.67	6.67	33.33	13.33
Non-executive directors	60.00		66.67		53.33	
	40.00	20.00	40.00	26.67	40.00	13.33
Independent directors	33.33		33.33		33.33	
	20.00	13.33	20.00	13.33	20.00	13.33
Non-executive directors who have no position in independent directors	26.67		33.33		20.00	
	20.00	6.67	20.00	13.33	20.00	0.00

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	64		63		60	
	66	61	66	56	58	63

The information on each director and controlling person

List of the board of directors⁽¹⁾

List of directors	Position	First appointment date of director	Skills and expertise
<p>1. Mr. PITCHAYA SOMBURANASIN Gender: Male Age : 53 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 : No</p> <p>Shareholding in the company</p> <ul style="list-style-type: none"> • Direct shareholding : 22,416,100 Shares (1.868008 %) 	<p>Chairman of the board of directors (Executive directors)</p> <p>Authorized directors as per the companys certificate of registration : Yes</p> <p>Type of director : Existing director</p>	<p>14 Aug 2024</p>	<p>Health Care Services, Business Administration, Information & Communication Technology</p>

List of directors	Position	First appointment date of director	Skills and expertise
<p>2. Mr. SIRIPONG LUENGVARINKUL Gender: Male Age : 65 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 : Yes DCP course : No</p> <p>Shareholding in the company</p> <ul style="list-style-type: none"> • Direct shareholding : 28,508,200 Shares (2.375683 %) 	<p>Director (Executive directors)</p> <p>Authorized directors as per the companys certificate of registration : No</p> <p>Type of director : Existing director</p>	17 Apr 1995	Health Care Services, Business Administration, Engineering

List of directors	Position	First appointment date of director	Skills and expertise
<p>3. Mr. SUTHEE LEELASETAKUL Gender: Male Age : 69 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 : Yes DCP course : No</p> <p>Shareholding in the company</p> <ul style="list-style-type: none"> • Direct shareholding : 465,000 Shares (0.038750 %) 	<p>Director (Executive directors)</p> <p>Authorized directors as per the companys certificate of registration : No</p> <p>Type of director : Existing director</p>	28 Apr 2000	Health Care Services, Business Administration

List of directors	Position	First appointment date of director	Skills and expertise
<p>4. Mr. JERMPOL BHUMITRAKUL Gender: Male Age : 65 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 : 2,856,400 Shares (0.238033 %) 	<p>Director (Executive directors)</p> <p>Authorized directors as per the companys certificate of registration : No</p> <p>Type of director : Continuing director (Full term of directorship and being re-appointed as a director)</p>	28 Apr 2000	Health Care Services, Law, Business Administration, Governance/ Compliance, Internal Control

List of directors	Position	First appointment date of director	Skills and expertise
<p>5. Mr. PRAMOL APIRAT 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 : No</p> <p>Shareholding in the company</p> <ul style="list-style-type: none"> • Direct shareholding : 1,390,000 Shares (0.115833 %) 	<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>	<p>24 Apr 2009</p>	<p>Business Administration, Governance/ Compliance</p>

List of directors	Position	First appointment date of director	Skills and expertise
<p>6. Ms. KITTIYARAT JIROJDAMRONGCHAI Gender: Female Age : 72 years Highest level of education : Bachelor'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 : No</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>	24 Apr 2009	Accounting, Human Resource Management, Business Administration

List of directors	Position	First appointment date of director	Skills and expertise
<p>7. Mr. PINIT HIRUNYACHOTE Gender: Male Age : 78 years Highest level of education : Master's degree Study field of the highest level of education : Political Science Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesnt Have Legal offenses in the past 5 years ^(*) : Doesnt Have DAP course : No DCP course : No</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>	20 Jan 2015	Health Care Services, Accounting, Finance, Public Administration, Law

List of directors	Position	First appointment date of director	Skills and expertise
<p>8. Ms. TASSAWAN SIRIVONGS Gender: Female Age : 51 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 : No</p> <p>Shareholding in the company</p> <ul style="list-style-type: none"> • Direct shareholding : 10,300,000 Shares (0.858333 %) 	<p>Director (Executive directors)</p> <p>Authorized directors as per the companys certificate of registration : No</p> <p>Type of director : Continuing director (Full term of directorship and being re-appointed as a director)</p>	21 Feb 2018	Economics, Marketing, Business Administration

List of directors	Position	First appointment date of director	Skills and expertise
<p>9. Mr. BENNY LIM Gender: Male Age : 54 years Highest level of education : Bachelor's degree Study field of the highest level of education : Business Administration Thai nationality : No Residence in Thailand : No Family relationship between directors and executives : Doesnt Have Legal offenses in the past 5 years ^(*) : Doesnt Have DAP course : No DCP course : No</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>	<p>25 Apr 2019</p>	<p>Commerce, Business Administration</p>

List of directors	Position	First appointment date of director	Skills and expertise
<p>10. Ms. SOMSRI PAUSAWASDI Gender: Female Age : 86 years Highest level of education : Doctoral 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 : No</p> <p>Shareholding in the company</p> <ul style="list-style-type: none"> • Direct shareholding : 300,000 Shares (0.025000 %) 	<p>Director (Non-executive directors, Independent director)</p> <p>Authorized directors as per the companys certificate of registration : No</p> <p>Type of director : Continuing director (Full term of directorship and being re-appointed as a director)</p>	15 Mar 2022	Health Care Services, Public Administration, Business Administration

List of directors	Position	First appointment date of director	Skills and expertise
<p>11. Ms. RUKKAGEE KANJANAPITAK Gender: Female Age : 44 years Highest level of education : Doctoral 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 : 52,206,200 Shares (4.350517 %) 	<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>22 Nov 2023</p>	<p>Finance & Securities, Accounting, Finance, Leadership, Business Administration</p>

List of directors	Position	First appointment date of director	Skills and expertise
<p>12. Mr. Talit Cheun-Im Gender: Male Age : 54 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 : No</p> <p>Shareholding in the company</p> <ul style="list-style-type: none"> • Direct shareholding : 22,665,000 Shares (1.888750 %) 	<p>Director (Executive directors)</p> <p>Authorized directors as per the companys certificate of registration : Yes</p> <p>Type of director : Continuing director (Full term of directorship and being re-appointed as a director)</p>	14 Aug 2024	Marketing, Business Administration

List of directors	Position	First appointment date of director	Skills and expertise
<p>13. Mr. WIROJ ONGANUNKUN 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 : No</p> <p>Shareholding in the company</p> <ul style="list-style-type: none"> • Direct shareholding : 1,034,500 Shares (0.086208 %) 	<p>Director (Non-executive directors)</p> <p>Authorized directors as per the companys certificate of registration : No</p> <p>Type of director : Newly appointed director to replace the ex-director</p>	15 May 2025	Health Care Services, Law, Business Administration

List of directors	Position	First appointment date of director	Skills and expertise
<p>14. Mr. WONG WAI KIN Gender: Male Age : 37 years Highest level of education : Bachelor's degree Study field of the highest level of education : Economics Thai nationality : No Residence in Thailand : No Family relationship between directors and executives : Doesnt Have Legal offenses in the past 5 years ^(*) : Doesnt Have DAP course : No DCP course : No</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 : Newly appointed director to replace the ex-director</p>	16 Jul 2025	Economics, Public Administration, Sustainability

List of directors	Position	First appointment date of director	Skills and expertise
<p>15. Mr. SAM TANSKUL Gender: Male Age : 45 years Highest level of education : Master's degree Study field of the highest level of education : Finance 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 : Newly appointed director to replace the ex-director</p>	19 Dec 2025	Economics, Finance & Securities, Sustainability, IT Management, Public Administration

Additional explanation:

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

(1) Dishonest act or gross negligence

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

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

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

Remark: ⁽¹⁾ The Board of Directors Meeting No. 1/2026, held on 27 February 2026, resolved to appoint Mr. Wacharalak Tunskul as an Independent Director in place of Mr. Pramol Apirat, who resigned from his positions as the Company's director and subcommittee, effective 31 January 2026.

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. KAJIT HABANANAANDA Gender: Male Age : 88 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 : No</p>	<p>Director (Non-executive directors, Independent director) Authorized directors as per the companys certificate of registration : No</p>	<p>18 Nov 2025</p>	<p>Mr. SAM TANSKUL Appointment date of replacement director : 19 Dec 2025</p>
<p>2. Mr. CHAMNAN CHANAPAI Gender: Male Age : 82 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 : Yes DCP course : No</p>	<p>Director (Executive directors) Authorized directors as per the companys certificate of registration : Yes</p>	<p>24 Jan 2025</p>	<p>Mr. AURCHAT KANJANAPITAK Appointment date of replacement director : 28 Jan 2025</p>

List of directors	Position	Date of resignation / termination	Replacement director
<p>3. Mr. AURCHAT KANJANAPITAK</p> <p>Gender: Male</p> <p>Age : 82 years</p> <p>Highest level of education : Doctoral degree</p> <p>Study field of the highest level of education : Medicine</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Family relationship between directors and executives : Have</p> <p>Legal offenses in the past 5 years ^(*) : Doesnt Have</p> <p>DAP course : No</p> <p>DCP course : No</p>	<p>Director (Non-executive directors)</p> <p>Authorized directors as per the companys certificate of registration : No</p>	7 May 2025	<p>Mr. WIROJ ONGANUNKUN</p> <p>Appointment date of replacement director : 15 May 2025</p>
<p>4. Ms. CHERYL ANG YAN QI</p> <p>Gender: Female</p> <p>Age : 34 years</p> <p>Highest level of education : Bachelor's degree</p> <p>Study field of the highest level of education : Economics</p> <p>Thai nationality : No</p> <p>Residence in Thailand : No</p> <p>Family relationship between directors and executives : Doesnt Have</p> <p>Legal offenses in the past 5 years ^(*) : Doesnt Have</p> <p>DAP course : No</p> <p>DCP course : No</p>	<p>Director (Non-executive directors)</p> <p>Authorized directors as per the companys certificate of registration : No</p>	12 Jun 2025	<p>Mr. WONG WAI KIN</p> <p>Appointment date of replacement director : 16 Jul 2025</p>

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. PITCHAYA SOMBURANASIN	Chairman of the board of directors	✓				✓
2. Mr. SIRIPONG LUENGVARINKUL	Director	✓				
3. Mr. SUTHEE LEELASETAKUL	Director	✓				
4. Mr. JERMPOL BHUMITRAKUL	Director	✓				
5. Mr. PRAMOL APIRAT	Director		✓	✓		
6. Ms. KITTIYARAT JIROJDAMRONGCHAI	Director		✓	✓		
7. Mr. PINIT HIRUNYACHOTE	Director		✓	✓		
8. Ms. TASSAWAN SIRIVONGS	Director	✓				
9. Mr. BENNY LIM	Director		✓		✓	
10. Ms. SOMSRI PAUSAWASDI	Director		✓	✓		
11. Ms. RUKKAGEE KANJANAPITAK	Director	✓				✓
Total (persons)		7	8	5	3	3

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
12. Mr. Talit Cheun-Im	Director	✓				✓
13. Mr. WIROJ ONGANUNKUN	Director		✓		✓	
14. Mr. WONG WAI KIN	Director		✓		✓	
15. Mr. SAM TANSKUL	Director		✓	✓		
Total (persons)		7	8	5	3	3

Overview of director skills and expertise

Skills and expertise	Number (persons)	Percent (%)
1. Economics	3	20.00
2. Finance & Securities	2	13.33
3. Commerce	1	6.67
4. Health Care Services	7	46.67
5. Information & Communication Technology	1	6.67
6. Law	3	20.00
7. Marketing	2	13.33
8. Accounting	3	20.00
9. Finance	2	13.33
10. Human Resource Management	1	6.67

Skills and expertise	Number (persons)	Percent (%)
11. Sustainability	2	13.33
12. IT Management	1	6.67
13. Engineering	1	6.67
14. Leadership	1	6.67
15. Internal Control	1	6.67
16. Governance/ Compliance	2	13.33
17. Public Administration	4	26.67
18. Business Administration	12	80.00

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

	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	-	No	No
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	-	Yes	Yes
The company appoints at least one independent director to determine the agenda of the board of directors meeting	Yes	Yes	No

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 : Have
board of directors and the Management

Methods of balancing power between the board of : Others : Non-executive directors comprise more than half

directors and Management of the Board of Directors.

The Board of Directors and management have a clear separation of roles, responsibilities, and accountability to ensure checks and balances in management. The Board of Directors will consider and approve overall policies such as vision, mission, strategies, operating policies, and corporate governance policies to achieve objectives and goals. Meanwhile, management is responsible for managing the company according to the policies set by the Board of Directors. The roles, authority, duties, and responsibilities of the Chairman of the Board, as well as those of the Chief Executive Officer (Group CEO), have been clearly defined.

A summary of approval authorities between the Board of Directors and the management is as follows:

Item	Board of Directors	Executive Committee	Chief Executive Officer
Determination of vision, mission, and business policies	Approve	-	-
Annual Budget	Approve	Endorse	Review
Investment or business expansion (in line with the annual budget)	Approve over THB 50 million	Approve up to THB 50 million	Approve up to THB 10 million
Allowance for doubtful accounts	Approve over THB 20 million	Approve up to THB 20 million	Approve up to THB 5 million
Procurement or leasing of goods (in line with the annual budget)	Approve over THB 50 million	Approve up to THB 50 million	Approve up to THB 10 million
Acquisition or hire-purchase of fixed assets (in line with the annual budget)	Approve over THB 50 million	Approve up to THB 50 million	Approve up to THB 10 million
Transactions outside the approved budget	Approve exceeding 10% of the budget	Approve up to THB 10 million	Endorse

Information on the roles and duties of the board of directors

Board charter : Have

• Duties and Responsibilities of the Board of Directors: The Board of Directors has the power, duties, and responsibilities to manage and operate the company for the best interests of the shareholders (Fiduciary Duty) by adhering to four important principles:

- 1) Perform duties with responsibility, prudence, and diligence (Duty of Care).
- 2) Perform duties with honesty and integrity (Duty of Loyalty).
- 3) Comply with laws, objectives, regulations, and resolutions of the shareholders' meeting, including presenting matters requiring prior approval from the shareholders' meeting for their consideration and approval, to protect the interests of the company and shareholders. The Board also has a duty to ensure that the company complies with all laws related to its business operations, including laws related to the prohibition of bribery and the non-support of corruption (Duty of Obedience).
- 4) Disclose information to shareholders accurately, completely, transparently, verifiably, and timely (Duty of Disclosure).

- The Board of Directors must perform its duties by using knowledge and abilities to benefit the company's operations, in accordance with the company's Articles of Association and resolutions of the shareholders' meeting. The Board has the authority to act as specified in the Memorandum of Association, the Public Limited Companies Act, and other relevant rules and regulations.
- Establish policies and oversee management to ensure compliance with the established policies, including consideration and approval of business plans, annual budgets, investment approvals, and financial decisions. • Oversee the performance of executives, monitor the performance of the company and its subsidiaries to ensure alignment with established goals and plans.
- Establish an effective internal control and audit system to conduct audits, oversee operations, and coordinate with the Audit Committee.
- Consider and determine the organizational structure, board structure in terms of the number of directors, proportion of independent directors, including diverse qualifications, and management structure, including defining the scope of authority and responsibilities. The Board has the authority to appoint subcommittees, executives, and senior management as defined by the SEC and regulatory agencies as appropriate. The Board also considers and determines compensation for subcommittees and executive compensation as proposed by the Nomination and Remuneration Committee for presentation to the shareholders' meeting for approval. • Supervise, ensure, and comply with laws and regulations related to the disclosure of information on conflicts of interest accurately and completely.
- Continuously develop knowledge and work abilities by attending training or participating in courses related to the duties of directors or seminars that enhance work-related knowledge.
- Consider and approve the payment of interim dividends.
- Provide communication channels for each group of shareholders and oversee information disclosure to ensure accuracy, clarity, transparency, credibility, and the highest standards.
- Evaluate the performance of the Board of Directors as a whole, as well as the performance of individual directors in each department, to review performance, problems, and obstacles each year in order to utilize the evaluation results for development and improvement of operations.
- Consider significant risk factors that may arise from operations and the pursuit of business opportunities, in collaboration with the Risk Management and Investment Committee, to review and establish comprehensive and complete risk management guidelines.
- The Board of Directors may delegate authority and/or assign specific tasks to the Executive Committee and/or other persons. Such delegation or sub-delegation shall be within the scope of the power of attorney granted and/or in accordance with the regulations, requirements, or orders established by the Board of Directors and/or the company. However, the delegation of authority and responsibilities of the Board of Directors shall not constitute a delegation or sub-delegation that allows the Board of Directors or its delegate to approve transactions in which they or a connected person (as defined by the regulations of the Securities and Exchange Commission and/or the Capital Market Supervisory Board and/or the Stock Exchange of Thailand) may have an interest, may benefit in any way, or may have any other conflict of interest with the company or its subsidiaries, except for the approval of transactions that are in accordance with the policies and criteria approved by the shareholders' meeting or the Board of Directors, and are transactions conducted in the ordinary course of business, in accordance with the regulations of the Securities and Exchange Commission and/or the Capital Market Supervisory Board and/or the Stock Exchange of Thailand.

Reference link for the board charter : <https://investor.ram-hosp.co.th/en/corporate-governance/policies-and-document>

Information on subcommittees

Information on subcommittees

Information on roles of subcommittees

Roles of subcommittees

Audit Committee

Role

- Audit of financial statements and internal controls
- Corporate governance

Scope of authorities, role, and duties

The duties and responsibilities of the Audit Committee are as follows:

1. Review the Company's compliance with the law on the Securities and the Stock Exchange Act, the SET regulations, and laws related to the Company's business
2. Consider the financial statements and related financial reports, accounting principles and practices, compliance with accounting standards, existence of business, changes in major accounting policies, including the management teams reasons for determining the accounting policy before presenting it to the Board of Directors for dissemination to the shareholders and general investors. In addition, the Audit Committee should consider together with the auditor problems or limitations arising from the audit of the financial statements for considering further improvements.
3. Consider the sufficiency of the internal control system, internal audit, and risk management by
 - Review the Company's annual internal audit plan and the coordination process of various related audit plans and evaluation on the audit results with the internal auditors and the auditor. Moreover, the Audit Committee should inquire about the planned audit scope to ensure that the audit plan will help detect potential opportunities of corruption or deficiencies of the internal control system by giving importance to corruption by executives as well.
 - Consider with the internal auditor and auditor that there is a plan to review the methods and controls of electronic data processing and inquire about a specific security program to reduce the opportunity of any form of fraud or computer misuse by the Company's employees or third parties.
 - Consider with the internal auditor problems or limitations arising during the audit and review the internal auditors work processes to make them more efficient and effective.
 - Consider the adequacy of the risk management system by discussing with the management team.
4. Consider and review transactions that may cause conflicts of interest, for example, connected transactions of the Company, etc.
5. Perform other duties as assigned by the Board of Directors.

Reference link for the charter

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Executive Committee

Role

- Others
- Defining the business direction

Scope of authorities, role, and duties

1. Define a vision, business direction, policies, strategies of the Company to present for approval from the Board of

Directors.

2. Review the business plans, budget plans, annual expenditures, investment plans, and corporate social responsibility (CSR) plans of the Company to be in accordance with the policies and strategies stipulated and present them for approval from the Board of Directors.
3. Supervise the Companys operations to be consistent with the plans, including the laws, rules, regulations, and requirements of various relevant agencies as well as the Companys regulations and Articles of Association.
4. Consider the summary report of the Companys performance and present it to the Companys Board of Directors for acknowledgment every quarter.
5. Approve investment and operating expenditures according to the scope of authority assigned by the Board of Directors.
6. Approve or review the credit limit for loans to subsidiaries according to the scope of authority assigned by the Board of Directors.
7. Appoint a working group to improve and solve various problems to be in alignment with the Companys policy.
8. Review the Charter of the Executive Committee annually. In case the Executive Committee deems it necessary to modify the contents of the Charter to suit the changed rules, regulations, and circumstances, the Executive Committee must present the revised Charter to the Board of Directors for further consideration and approval.
9. Perform other duties as assigned by the Board of Directors.

Reference link for the charter

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Risk Management and Investment Committee

Role

- Risk management
- Others
- Consider Investment

Scope of authorities, role, and duties

1. Determine the policy and framework for risk management, including the risk management and investment structure of the Company and its subsidiaries.
2. Acknowledge and give suggestions on the policy, strategies, and guidelines for risk management at the company and subsidiary levels.
3. Define the guidelines for risk assessment at the company and subsidiary levels and provide continuous risk management reports.
4. Consider and identify important risks of the Companys business operations, such as risks in investment, business management, finance, operations, information security, laws and regulations, etc., including recommending ways to prevent and manage such risks to be at an acceptable level by defining policies and suggesting guidelines for managing various risks relating to the Companys business operations to be appropriate and efficient, as well as giving advice to the Board of Directors and the management team on risk management.
5. Establish a risk management plan and risk management process and review the plan and overall risk management process; monitor and review the risk management process and the risk management results of the Company and its subsidiaries.
6. Supervise and support the success of risk management by taking into account the risks of each factor to make appropriate decisions. The Risk Management Committee is responsible for monitoring and assessing the compliance with the risk management framework of the Company and its subsidiaries as well as continually improving the operational plan to reduce risks to suit the Companys business conditions.
7. Acknowledge the major risks and regularly report on the results of the risk assessment and operational results to

reduce risks to the Board of Directors. In the case of an important matter that has a significant impact on the financial position and performance of the Company, the Risk Management Committee must report it to the Board of Directors for consideration as soon as possible.

8. Consider whether the management team has responded to the risks appropriately or not.

9. Push for the compliance with the risk management policies and guidelines throughout the Company and its subsidiaries.

10. Push for the development of personnels capabilities and continuously create awareness of the risks and controls of the Company and its subsidiaries.

11. Review the charter regularly every year. If any amendments are made, they must be presented to the Board of Directors for approval.

12. Perform any other duties as assigned by the Board of Directors.

Reference link for the charter

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/ Proposed Nomination and Remuneration Committee

Role

- Director and executive nomination
- Remuneration

Scope of authorities, role, and duties

1. Consider the selection and recruitment of individuals who are suitable to be nominated as directors based on transparent criteria. The individuals nominated must possess knowledge, capability, and perform their duties as directors with care, integrity, and the ability to dedicate their time fully. This includes considering the list of individuals whom the company allows shareholders to propose for director nominations (if applicable).

2. Propose the criteria for evaluating the performance of the Board of Directors to the Board of Directors for the purpose of assessing the performance of various Board committees in the overall context.

3. Consider the qualifications, select, and recruit individuals for the position of Chief Executive Officer (CEO) who are appropriate for managing the company and its subsidiaries, considering factors such as education, experience, and expertise.

4. Review the succession planning policy to ensure preparedness for managing human resources and business continuity.

5. Consider the remuneration for the Board of Directors and its committees, including monthly compensation, meeting allowances, annual bonuses, and other benefits, both financial and non-financial. The criteria and structure should be fair and reasonable, and will be proposed to the Board of Directors and the shareholders' meeting for approval.

6. Consider the appointment of working committees related to recruitment and remuneration considerations as appropriate, and define their roles and responsibilities to support the achievement of objectives.

7. Report to the Board of Directors on the performance of the Nomination and Remuneration Committee.

8. Perform other duties as assigned by the Board of Directors.

Reference link for the charter

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Corporate Governance and Sustainability Committee

Role

- Sustainability development

Scope of authorities, role, and duties

1. To establish policies, strategies, and guidelines for good corporate governance and the organizations sustainability practices, including environmental, social, and governance (ESG) matters.
2. To monitor and evaluate the implementation of corporate governance and sustainability policies.
3. To review, define, and continuously improve key criteria, best practices, and principles of good corporate governance and sustainability in a regular and appropriate manner.
4. To promote and support the continuous development of sustainability-related knowledge within the organization, including environmental, social, and governance (ESG) aspects.
5. To appoint working committees or task forces to support the Companys sustainability initiatives, covering environmental, social, and governance (ESG) matters.
6. To perform any other duties as assigned by the Board of Directors that are related to corporate governance and sustainability.

Reference link for the charter

<https://investor.ram-hosp.co.th/en/corporate-governance/policies-and-document>

Information on each subcommittee

List of audit committee⁽²⁾

List of directors	Position	Appointment date of audit committee member	Skills and expertise
1. Mr. PRAMOL APIRAT 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 Expertise in accounting information review : No	Chairman of the audit committee (Non-executive directors, Independent director) Director type : Existing director	24 Dec 1999	Business Administration, Governance/ Compliance

List of directors	Position	Appointment date of audit committee member	Skills and expertise
<p>2. Ms. KITTIYARAT JIROJDAMRONGCHAI^(*)</p> <p>Gender: Female Age : 72 years Highest level of education : Bachelor's degree Study field of the highest level of education : Management Thai nationality : Yes Residence in Thailand : Yes Expertise in accounting information review : Yes</p>	<p>Member of the audit committee (Non-executive directors, Independent director)</p> <p>Director type : Existing director</p>	25 Apr 2008	Accounting, Human Resource Management, Business Administration
<p>3. Mr. SAM TANSKUL^(*)</p> <p>Gender: Male Age : 45 years Highest level of education : Master's degree Study field of the highest level of education : Finance Thai nationality : Yes Residence in Thailand : Yes Expertise in accounting information review : Yes</p>	<p>Member of the audit committee (Non-executive directors, Independent director)</p> <p>Director type : Newly appointed director to replace the ex-director</p>	19 Dec 2025	Economics, Finance & Securities, Sustainability, IT Management, Public Administration

Additional explanation :

(*) Directors with expertise in accounting information review

Remark: ⁽²⁾ The Board of Directors Meeting, held on 27 February 2026, resolved to appoint Mr. Wacharalak Tanskul as Chairman of the Audit Committee in place of Mr. Pramol Apirat, who resigned from his positions as the Company's director and subcommittee, effective 31 January 2026.

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

List of directors	Position	Date of resignation / termination	Replacement committee member
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List of directors	Position	Date of resignation / termination	Replacement committee member
1. Mr. KAJIT HABANANAANDA Gender: Male Age : 88 years Highest level of education : Master's degree Study field of the highest level of education : Management Thai nationality : Yes Residence in Thailand : Yes Expertise in accounting information review : No	Member of the audit committee (Non-executive directors, Independent director)	18 Nov 2025	Mr. SAM TANSKUL Appointment date of replacement committee member : 19 Dec 2025

Additional explanation :

(*) Directors with expertise in accounting information review

List of executive committee members

List of committee members	Position	Appointment date of executive committee member
1. Mr. JERMPOL BHUMITRAKUL Gender: Male Age : 65 years Highest level of education : Master's degree Study field of the highest level of education : Management Thai nationality : Yes Residence in Thailand : Yes	Member of the executive committee	28 Apr 2000
2. Mr. SUTHEE LEELASETAKUL Gender: Male Age : 69 years Highest level of education : Bachelor's degree Study field of the highest level of education : Medicine Thai nationality : Yes Residence in Thailand : Yes	Member of the executive committee	28 Apr 2000

List of committee members	Position	Appointment date of executive committee member
<p>3. Mr. PITCHAYA SOMBURANASIN Gender: Male Age : 53 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>8 Jan 2021</p>
<p>4. Ms. RUKKAGEE KANJANAPITAK Gender: Female Age : 44 years Highest level of education : Doctoral degree Study field of the highest level of education : Management Thai nationality : Yes Residence in Thailand : Yes</p>	<p>Member of the executive committee</p>	<p>1 Sep 2021</p>
<p>5. Mr. Talit Cheun-Im Gender: Male Age : 54 years Highest level of education : Master's degree Study field of the highest level of education : Management Thai nationality : Yes Residence in Thailand : Yes</p>	<p>Member of the executive committee</p>	<p>1 Sep 2021</p>
<p>6. Mr. Pramuk Unachak Gender: Male Age : 50 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>25 Dec 2024</p>

List of committee members	Position	Appointment date of executive committee member
7. Mr. SIRIPONG LUENGVARINKUL Gender: Male Age : 65 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	17 Apr 1995

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

Other Subcommittees

Subcommittee name	Name list	Position
Risk Management and Investment Committee	Mr. PITCHAYA SOMBURANASIN	Member of the subcommittee
	Mr. Talit Cheun-Im	Member of the subcommittee
	Ms. RUKKAGEE KANJANAPITAK	Member of the subcommittee
	Mr. BENNY LIM	Member of the subcommittee
/ Proposed Nomination and Remuneration Committee	Ms. RUKKAGEE KANJANAPITAK	Member of the subcommittee
	Mr. BENNY LIM	Member of the subcommittee
	Ms. SOMSRI PAUSAWASDI	The chairman of the subcommittee (Independent director)
	Mr. PINIT HIRUNYACHOTE	Member of the subcommittee (Independent director)
	Mr. SAM TANSKUL	Member of the subcommittee (Independent director)
Corporate Governance and Sustainability Committee	Mr. SAM TANSKUL	The chairman of the subcommittee (Independent director)

Subcommittee name	Name list	Position
	Mr. JERMPOL BHUMITRAKUL	Member of the subcommittee
	Mr. Wacharalak Tunskul	Member of the subcommittee (Independent director)
	Mr. Thibault Spithakis	Member of the subcommittee
	Ms. Wannarat Chunumpai	Member of the subcommittee

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

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⁽³⁾

List of executives	Position	First appointment date	Skills and expertise
1. Ms. RUKKAGEE KANJANAPITAK Gender: Female Age : 44 years Highest level of education : Doctoral degree Study field of the highest level of education : Management Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : No	Group Chief Executive Officer (The highest-ranking executive)	14 Aug 2024	Finance & Securities, Accounting, Finance, Leadership, Business Administration

List of executives	Position	First appointment date	Skills and expertise
<p>2. Mr. SUTHEE LEELASETAKUL Gender: Male Age : 69 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>Chief Executive Officer, RAM 1</p>	<p>1 Dec 2023</p>	<p>Health Care Services, Business Administration</p>
<p>3. Mr. JERMPOL BHUMITRAKUL Gender: Male Age : 65 years Highest level of education : Master's degree Study field of the highest level of education : Management Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : No</p>	<p>Chief Affiliate Hospital Group 1</p>	<p>1 Dec 2023</p>	<p>Health Care Services, Law, Business Administration, Governance/ Compliance, Internal Control</p>

List of executives	Position	First appointment date	Skills and expertise
<p>4. Mr. SIRIPONG LUENGVARINKUL</p> <p>Gender: Male</p> <p>Age : 65 years</p> <p>Highest level of education : Master's degree</p> <p>Study field of the highest level of education : Business Administration</p> <p>Thai nationality : Yes</p> <p>Residing in Thailand : Yes</p> <p>Highest responsibility in corporate accounting and finance : No</p> <p>Accounting supervisor : No</p>	<p>Chief Affiliate Hospital Group 2</p>	<p>1 Dec 2023</p>	<p>Health Care Services, Business Administration, Engineering</p>
<p>5. Mr. Talit Cheun-Im</p> <p>Gender: Male</p> <p>Age : 54 years</p> <p>Highest level of education : Master's degree</p> <p>Study field of the highest level of education : Management</p> <p>Thai nationality : Yes</p> <p>Residing in Thailand : Yes</p> <p>Highest responsibility in corporate accounting and finance : No</p> <p>Accounting supervisor : No</p>	<p>Executive Vice President, Northeastern Hospital Group</p>	<p>25 Dec 2024</p>	<p>Marketing, Business Administration</p>
<p>6. Mr. Pramuk Unachak</p> <p>Gender: Male</p> <p>Age : 50 years</p> <p>Highest level of education : Bachelor's degree</p> <p>Study field of the highest level of education : Medicine</p> <p>Thai nationality : Yes</p> <p>Residing in Thailand : Yes</p> <p>Highest responsibility in corporate accounting and finance : No</p> <p>Accounting supervisor : No</p>	<p>Executive Vice President, Northern Hospital Group</p>	<p>25 Dec 2024</p>	<p>Health Care Services, Business Administration</p>

List of executives	Position	First appointment date	Skills and expertise
7. Mr. Pumipat Chatnoraset ^{(*)(***)} Gender: Male Age : 41 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 : Yes Accounting supervisor : No	Chief Financial Officer	1 Jan 2026	Finance & Securities, Finance, Budgeting, Business Administration, Accounting

Additional Explanation :

(*) Highest responsibility in corporate accounting and finance

(**) Accounting supervisor

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

Remark: ⁽³⁾ Dr. Jempol Bhumitrakul, DDS, has been appointed to an additional position as Group Chief Operating Officer, effective 14 August 2024.

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

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 benchmarks its remuneration against leading companies in the same industry to ensure that its compensation remains competitive. The Nomination and Remuneration Committee considers and determines the remuneration and other benefits of executives, and proposes to the Board of Directors for approval.

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)	47,368,000.00	49,035,000.00	37,818,000.00
Total remuneration of executive directors (baht)	23,309,000.00	19,425,500.00	5,950,000.00
Total remuneration of executives (baht)	24,059,000.00	29,609,500.00	31,868,000.00

Monetary compensation consists of salary and meeting allowances.

Other remunerations of executive directors and executives

	2023	2024	2025
Companys contribution to provident fund for executive directors and executives (Baht)	0.00	0.00	0.00

In accordance with the Companys policies and benefits.

Outstanding remuneration or benefits of executive directors and executives

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

Other significant information

Other significant information

Assigned person

List of persons assigned for accounting oversight

General information	Email	Telephone number
1. Ms. Nittaya Reuncharoen	account@ram-hosp.co.th	-

List of the company secretary

General information	Email	Telephone number
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General information	Email	Telephone number
1. Ms. Chanyawat Watthanaphongsaphat	Officeceo@ram-hosp.com	-

List of the head of internal audit or outsourced internal auditor

General information	Email	Telephone number
1. Mr. Mingphimuk Limcharoonsak	IA@ram-hosp.com	-

List of the head of the compliance unit

General information	Email	Telephone number
1. Ms. Chanyawat Watthanaphongsaphat	Officeceo@ram-hosp.com	-

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. Mr. Pakkawat Kitsirikarn	IR@ram-hosp.com	-

Company's auditor

Details of the companys auditor

Audit firms	Audit fee (Baht)	Other service fees	Names and general information of auditors
DHARMNITI AUDITING COMPANY LIMITED 178 Dharmniti Building, 6Th-7Th Floor, Soi Permsap (Prachachuen 20) Prachachuen Road, Bangsue, Bangkok 10800 Bang Sue Bang Sue Bangkok 10800 Telephone number -	2,185,000.00	-	1. Ms. METHAVEE CHANASONGKRAM Email: methavee.c@daa. co.th License number: 12784

Details of the auditors of the subsidiaries

Audit fee (Baht)	Other service fees		
6,141,000.00	-		

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

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 directors	Position	First appointment date of director	Skills and expertise
Mr. JERMPOL BHUMITRAKUL	Director	28 Apr 2000	Health Care Services, Law, Business Administration, Governance/ Compliance, Internal Control
Ms. TASSAWAN SIRIVONGS	Director	21 Feb 2018	Economics, Marketing, Business Administration
Ms. SOMSRI PAUSAWASDI	Director	15 Mar 2022	Health Care Services, Public Administration, Business Administration
Mr. Talit Cheun-Im	Director	14 Aug 2024	Marketing, Business Administration

List of newly appointed director to replace the ex-director

List of directors	Position	First appointment date of director	Skills and expertise
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List of directors	Position	First appointment date of director	Skills and expertise
Mr. WIROJ ONGANUNKUN	Director	15 May 2025	Health Care Services, Law, Business Administration
Mr. WONG WAI KIN	Director	16 Jul 2025	Economics, Public Administration, Sustainability
Mr. SAM TANSKUL	Director	19 Dec 2025	Economics, Finance & Securities, Sustainability, IT Management, Public Administration

List of newly appointed director not being replaced the ex-director

Selection of independent directors

Criteria for selecting independent directors

The criteria for the recruitment of independent directors, in addition to the criteria for the recruitment of directors, are as follows:

The Nomination and Remuneration Committee shall consider the independence of independent directors, who must possess qualifications in accordance with the regulations related to the provisions on independent directors, consistent with the Company's qualifications for independent directors, and be able to express opinions independently and present them to the Board of Directors (excluding interested directors) for approval before submitting them to the shareholders' meeting for further consideration.

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) : 3

Rights of minority shareholders on director appointment

-

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

Qualifications, knowledge, or experience	Skill and expertise
<p>The Board of Directors comprises individuals with diverse knowledge, capabilities, and expertise, encompassing skills, experience, and specialized abilities beneficial to the Company's current business operations. The Company has a Board structure that embraces diversity (Board Diversity), aligning with its business operations, with a total of 15 members.</p>	<p>Health Care Services, Law, Accounting, Finance, Business Administration</p>

Information on the development of directors

Development of directors over the past year

Details of the development of directors over the past year

List of directors	Participation in training in the past financial year	History of training participation
1. Mr. PITCHAYA SOMBURANASIN (Chairman of the board of directors)	Non-participating	-
2. Mr. SIRIPONG LUENGVARINKUL (Director)	Non-participating	-
3. Mr. SUTHEE LEELASETAKUL (Director)	Non-participating	-
4. Mr. JERMPOL BHUMITRAKUL (Director)	Non-participating	-
5. Mr. PRAMOL APIRAT (Director, Independent director)	Non-participating	-
6. Ms. KITTIYARAT JIROJDAMRONGCHAI (Director, Independent director)	Non-participating	-
7. Mr. PINIT HIRUNYACHOTE (Director, Independent director)	Non-participating	-
8. Ms. TASSAWAN SIRIVONGS (Director)	Non-participating	-
9. Mr. BENNY LIM (Director)	Non-participating	-
10. Ms. SOMSRI PAUSAWASDI (Director, Independent director)	Non-participating	-

List of directors	Participation in training in the past financial year	History of training participation
11. Ms. RUKKAGEE KANJANAPITAK (Director)	Participating	Other <ul style="list-style-type: none"> • 2025: Certificate in Medical Law Program (Class 1), the Medical Council of Thailand and the Mahitala Dhibesra Institute
12. Mr. Talit Cheun-Im (Director)	Non-participating	-
13. Mr. WIROJ ONGANUNKUN (Director)	Non-participating	-
14. Mr. WONG WAI KIN (Director)	Non-participating	-
15. Mr. SAM TANSKUL (Director, Independent director)	Non-participating	-

Information on the evaluation of duty performance of directors

Criteria for evaluating the duty performance of the board of directors

The assessment of the overall performance of the Board of Directors and sub-committees (As a Whole) and individual self-assessments (Self-Assessment) to comply with the principles of good corporate governance for listed companies and to jointly consider the overall performance, including improvements to the duties and responsibilities of the Board of Directors to benefit the company with maximum efficiency and effectiveness.

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

The evaluation of the performance appraisal of individual directors consists of 3 topics: (1) Structure and Qualifications (2) Meetings (3) Duties and Responsibilities. The evaluation found that the performance of individual directors is good.

The performance evaluation of the Board of Directors and sub-committees consists of 4 topics: (1) Structure and Qualifications (2) Meetings (3) Duties and Responsibilities, and (4) Others. The evaluation found that the performance of the Board of Directors is good, with the following details:

Performance evaluation criteria for the executives

Performance evaluation criteria for the executives : No

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 : 11
 past year (times)
 Date of AGM meeting : 30 Apr 2025
 EGM meeting : Yes
 Date of the EGM over the past year (1st time) : 10 Jun 2025

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. PITCHAYA SOMBURANASIN (Chairman of the board of directors)	11	/	11	1	/	1	1	/	1
2. Mr. SIRIPONG LUENGVARINKUL (Director)	11	/	11	1	/	1	1	/	1
3. Mr. SUTHEE LEELASETAKUL (Director)	11	/	11	1	/	1	1	/	1
4. Mr. JERMPOL BHUMITRAKUL (Director)	10	/	11	1	/	1	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)
5. Mr. PRAMOL APIRAT (Director, Independent director)	11	/	11	1	/	1	1	/	1
6. Ms. KITTIYARAT JIROJDAMRONGCHAI (Director, Independent director)	10	/	11	1	/	1	1	/	1
7. Mr. PINIT HIRUNYACHOTE (Director, Independent director)	11	/	11	1	/	1	1	/	1
8. Ms. TASSAWAN SIRIVONGS (Director)	11	/	11	1	/	1	1	/	1
9. Mr. BENNY LIM (Director)	10	/	11	1	/	1	1	/	1
10. Ms. SOMSRI PAUSAWASDI (Director, Independent director)	10	/	11	1	/	1	1	/	1
11. Ms. RUKKAGEE KANJANAPITAK (Director)	11	/	11	1	/	1	1	/	1
12. Mr. Talit Cheun-Im (Director)	11	/	11	1	/	1	1	/	1
13. Mr. WIROJ ONGANUNKUN (Director)	6	/	6	0	/	0	0	/	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)
14. Mr. WONG WAI KIN (Director)	5	/	5	0	/	0	0	/	0
15. Mr. SAM TANSKUL (Director, Independent director)	1	/	1	0	/	0	0	/	0
16. Mr. KAJIT HABANANAANDA (Director, Independent director)	10	/	10	1	/	1	1	/	1
17. Mr. CHAMNAN CHANAPAI (Director)	0	/	0	0	/	0	0	/	0
18. Mr. AURCHAT KANJANAPITAK (Director)	5	/	5	1	/	1	0	/	0
19. Ms. CHERYL ANG YAN QI (Director)	6	/	6	1	/	1	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
1. Mr. PITCHAYA SOMBURANASIN (Chairman of the board of directors)	11/11 (100.00%)	1/1 (100.00%)	1/1 (100.00%)
2. Mr. SIRIPONG LUENGVARINKUL (Director)	11/11 (100.00%)	1/1 (100.00%)	1/1 (100.00%)

Names of directors	Board of directors meeting attendance rate	AGM meeting attendance rate	EGM meeting attendance rate
3. Mr. SUTHEE LEELASETAKUL (Director)	11/11 (100.00%)	1/1 (100.00%)	1/1 (100.00%)
4. Mr. JERMPOL BHUMITRAKUL (Director)	10/11 (90.91%)	1/1 (100.00%)	1/1 (100.00%)
5. Mr. PRAMOL APIRAT (Director)	11/11 (100.00%)	1/1 (100.00%)	1/1 (100.00%)
6. Ms. KITTIYARAT JIROJDAMRONGCHAI (Director)	10/11 (90.91%)	1/1 (100.00%)	1/1 (100.00%)
7. Mr. PINIT HIRUNYACHOTE (Director)	11/11 (100.00%)	1/1 (100.00%)	1/1 (100.00%)
8. Ms. TASSAWAN SIRIVONGS (Director)	11/11 (100.00%)	1/1 (100.00%)	1/1 (100.00%)
9. Mr. BENNY LIM (Director)	10/11 (90.91%)	1/1 (100.00%)	1/1 (100.00%)
10. Ms. SOMSRI PAUSAWASDI (Director)	10/11 (90.91%)	1/1 (100.00%)	1/1 (100.00%)
11. Ms. RUKKAGEE KANJANAPITAK (Director)	11/11 (100.00%)	1/1 (100.00%)	1/1 (100.00%)
12. Mr. Talit Cheun-Im (Director)	11/11 (100.00%)	1/1 (100.00%)	1/1 (100.00%)
13. Mr. WIROJ ONGANUNKUN (Director)	6/6 (100.00%)	N/A	0/1 (0.00%)
14. Mr. WONG WAI KIN (Director)	5/5 (100.00%)	N/A	N/A
15. Mr. SAM TANSKUL (Director)	1/1 (100.00%)	N/A	N/A
16. Mr. KAJIT HABANANAANDA (Director)	10/10 (100.00%)	1/1 (100.00%)	1/1 (100.00%)

Names of directors	Board of directors meeting attendance rate	AGM meeting attendance rate	EGM meeting attendance rate
17. Mr. CHAMNAN CHANAPAI (Director)	N/A	N/A	N/A
18. Mr. AURCHAT KANJANAPITAK (Director)	5/5 (100.00%)	1/1 (100.00%)	N/A
19. Ms. CHERYL ANG YAN QI (Director)	6/6 (100.00%)	1/1 (100.00%)	1/1 (100.00%)
Average meeting attendance rate	97.98%	100.00%	93.33%

Detailed justification for the Company director's non-attendance at the Board of Directors' meeting

-

Remuneration of the board of directors

Types of remuneration of the board of directors

Monetary compensation, with no other compensation

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. PITCHAYA SOMBURANASIN (Chairman of the board of directors)			1,200,000.00		N/A
Board of Directors (Chairman of the board of directors)	0.00	360,000.00	360,000.00	No	
Executive Committee (The chairman of the executive committee)	0.00	840,000.00	840,000.00	No	
Risk Management and Investment Committee (Member of the subcommittee)	0.00	0.00	0.00	No	
2. Mr. SIRIPONG LUENGVARINKUL (Director)			1,200,000.00		N/A
Board of Directors (Director)	0.00	360,000.00	360,000.00	No	
Executive Committee (Member of the executive committee)	0.00	840,000.00	840,000.00	No	
3. Mr. SUTHEE LEELASETAKUL (Director)			1,200,000.00		N/A

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
Board of Directors (Director)	0.00	360,000.00	360,000.00	No	
Executive Committee (Member of the executive committee)	0.00	840,000.00	840,000.00	No	
4. Mr. JERMPOL BHUMITRAKUL (Director)			1,200,000.00		N/A
Board of Directors (Director)	0.00	360,000.00	360,000.00	No	
Executive Committee (Member of the executive committee)	0.00	840,000.00	840,000.00	No	
Corporate Governance and Sustainability Committee (Member of the subcommittee)	0.00	0.00	0.00	No	
5. Mr. PRAMOL APIRAT (Director, Independent director)			210,000.00		N/A
Board of Directors (Director)	90,000.00	120,000.00	210,000.00	No	
Audit Committee (Chairman of the audit committee)	0.00	0.00	0.00	No	
6. Ms. KITTIYARAT JIROJDAMRONGCHAI (Director, Independent director)			210,000.00		N/A

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
Board of Directors (Director)	90,000.00	120,000.00	210,000.00	No	
Audit Committee (Member of the audit committee)	0.00	0.00	0.00	No	
7. Mr. PINIT HIRUNYACHOTE (Director, Independent director)			210,000.00		N/A
Board of Directors (Director)	90,000.00	120,000.00	210,000.00	No	
/ Proposed Nomination and Remuneration Committee (Member of the subcommittee)	0.00	0.00	0.00	No	
8. Ms. TASSAWAN SIRIVONGS (Director)			360,000.00		N/A
Board of Directors (Director)	0.00	360,000.00	360,000.00	No	
9. Mr. BENNY LIM (Director)			0.00		N/A
Board of Directors (Director)	0.00	0.00	0.00	No	
/ Proposed Nomination and Remuneration 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 and Investment Committee (Member of the subcommittee)	0.00	0.00	0.00	No	
10. Ms. SOMSRI PAUSAWASDI (Director, Independent director)			210,000.00		N/A
Board of Directors (Director)	90,000.00	120,000.00	210,000.00	No	
/ Proposed Nomination and Remuneration Committee (The chairman of the subcommittee)	0.00	0.00	0.00	No	
11. Ms. RUKKAGEE KANJANAPITAK (Director)			1,200,000.00		N/A
Board of Directors (Director)	0.00	360,000.00	360,000.00	No	
Executive Committee (Member of the executive committee)	0.00	840,000.00	840,000.00	No	
/ Proposed Nomination and Remuneration 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 and Investment Committee (Member of the subcommittee)	0.00	0.00	0.00	No	
12. Mr. Talit Cheun-Im (Director)			1,200,000.00		N/A
Board of Directors (Director)	0.00	360,000.00	360,000.00	No	
Executive Committee (Member of the executive committee)	0.00	840,000.00	840,000.00	No	
Risk Management and Investment Committee (Member of the subcommittee)	0.00	0.00	0.00	No	
13. Mr. WIROJ ONGANUNKUN (Director)			240,000.00		N/A
Board of Directors (Director)	0.00	240,000.00	240,000.00	No	
14. Mr. WONG WAI KIN (Director)			0.00		N/A
Board of Directors (Director)	0.00	0.00	0.00	No	
15. Mr. SAM TANSKUL (Director, Independent director)			30,000.00		N/A

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
Board of Directors (Director)	15,000.00	15,000.00	30,000.00	No	
Audit Committee (Member of the audit committee)	0.00	0.00	0.00	No	
Corporate Governance and Sustainability Committee (The chairman of the subcommittee)	0.00	0.00	0.00	No	
/ Proposed Nomination and Remuneration Committee (Member of the subcommittee)	0.00	0.00	0.00	No	
16. Mr. Pramuk Unachak (Member of the executive committee)			840,000.00		N/A
Executive Committee (Member of the executive committee)	0.00	840,000.00	840,000.00	No	
17. Mr. Wacharalak Tunskul (Member of the subcommittee)			0.00		N/A
Corporate Governance and Sustainability 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	
18. Mr. Thibault Spithakis (Member of the subcommittee)			0.00		N/A
Corporate Governance and Sustainability Committee (Member of the subcommittee)	0.00	0.00	0.00	No	
19. Ms. Wannarat Chunumpai (Member of the subcommittee)			0.00		N/A
Corporate Governance and Sustainability Committee (Member of the subcommittee)	0.00	0.00	0.00	No	
20. Mr. KAJIT HABANANAANDA (Director, Independent director)			180,000.00		N/A
Board of Directors (Director)	75,000.00	105,000.00	180,000.00	No	
Audit Committee (Member of the audit committee)	0.00	0.00	0.00	No	
21. Mr. CHAMNAN CHANAPAI (Director)			70,000.00		N/A

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
Board of Directors (Director)	0.00	70,000.00	70,000.00	No	
22. Mr. AURCHAT KANJANAPITAK (Director)			0.00		N/A
Board of Directors (Director)	0.00	0.00	0.00	No	
23. Ms. CHERYL ANG YAN QI (Director)			0.00		N/A
Board of Directors (Director)	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)
1. Board of Directors	450,000.00	3,430,000.00	3,880,000.00
2. Audit Committee	0.00	0.00	0.00
3. Executive Committee	0.00	5,880,000.00	5,880,000.00
4. Risk Management and Investment Committee	0.00	0.00	0.00
5. / Proposed Nomination and Remuneration Committee	0.00	0.00	0.00
6. Corporate Governance and Sustainability Committee	0.00	0.00	0.00

Summary of the remuneration of the board of directors

	2023	2024	2025
Meeting allowance (Baht)	3,630,000.00	0.00	450,000.00
Other monetary remuneration (Baht)	0.00	3,630,000.00	9,310,000.00
Total (Baht)	3,630,000.00	3,630,000.00	9,760,000.00

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 shareholding, Disclosure of financial condition and
directors operating results, Transactions between the company and
related parties

The Board of Directors recognizes the importance of good corporate governance, adhering to the principles of corporate ethics, with a focus on conducting business transparently, accountably, ethically, and in compliance with relevant laws. The Board of Directors has appointed executives to serve as directors of subsidiaries and associates as deemed appropriate, and has provided policies to the directors working with subsidiaries and associates, particularly by directly providing policies to the boards of directors of subsidiaries and associates regarding business operational risks. As the private hospital business is considered a critical industry that must care for patients in accordance with medical ethics, the Executive Board places importance on having quality standard systems, managing risks related to patient rights, operational system risks, and other risks such as financial system risks, financial reporting, accounting standards, and financial risk assessment that impact the business. These guidelines are similar to the operational framework of Ramkhamhaeng Hospital Public Company Limited, as follows:

- 1) Internal Reporting System: The Board of Directors arranges meetings at the executive director level to receive reports on business operations, develop work systems, resolve issues on a weekly basis, and report financial performance monthly.
- 2) External Reporting System: The Board of Directors establishes a system for quarterly and annual performance reporting, in conjunction with auditor reports.
- 3) Information Disclosure Policy: For financial position and performance, related party transactions, asset acquisitions, or other significant transactions, the Board of Directors will report in accordance with accounting standards, which have been audited by certified auditors, as per the requirements of the Stock Exchange of Thailand.

4) The Board of Directors appoints directors and executives, and defines the scope of duties and responsibilities for individuals acting as representatives to perform their duties with integrity to protect the interests of subsidiaries and to align with the Company's policies, in accordance with good corporate governance principles and relevant laws. Concurrently, the Company has established a policy for voting as a director in subsidiaries on various significant resolutions, such as capital reduction, capital increase, balance sheet approval, approval of the management structure, or entering into various transactions as stipulated by the Securities and Exchange Act, etc. These actions must adhere to the guidelines set forth by the Company, including compliance with the good corporate governance principles established by the Company.

The Company has no agreements with other shareholders regarding the management of subsidiaries and associates, with the exception of the investment in Thonburi Rangsit Company Limited, for which a shareholder agreement has been signed and duly reported to the Stock Exchange of Thailand.

Disclosure of agreements between the company and shareholders in managing subsidiaries and associated companies (Shareholders agreement)

-

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 has established a policy regarding the prevention of conflicts of interest. The Board of Directors' meeting on November 14, 2025, reviewed and approved this policy, and all attending directors were informed of the policy during the meeting.

Business operations must be conducted for the utmost benefit of the company and its shareholders, and actions that create a conflict of interest must be avoided. To ensure fairness to all stakeholders, it is the company's policy to prevent personal gain by directors, executives, or employees of the company, as follows:

1. In cases where connected transactions are necessary, such transactions must comply with general commercial terms based on principles approved by the Board of Directors with transparency and fairness, as if transacting with external parties, and must consider the utmost benefit of the Company.

In the case of significant connected transactions or transactions not in accordance with general commercial terms, which may give rise to a conflict of interest, such connected transactions shall be presented to the Audit

Committee for consideration and opinion before being submitted for approval to the Board of Directors or shareholders (as the case may be), and compliance with the criteria prescribed by the Stock Exchange of Thailand and the Securities and Exchange Commission shall be ensured.

Directors, executives, or employees of the company who have an interest in such transactions are prohibited from participating or voting in the consideration or approval of such transactions.

2. Not to seek personal gain for oneself or others by using or disclosing non-public or confidential information or insider information to external parties.
3. Not to use documents or information obtained as a director, executive, or employee of the company for one's own business or that of others that is competitive, similar, or related to the company's business.

To ensure fairness to all stakeholders, directors and executives must report to the company their interests or those of related persons, in cases where such interests are related to the management of the company's business or its subsidiaries (if any).

In the year 2025, company employees were informed of this policy through new employee orientation. Furthermore, in 2025, the Company found no instances of conflicts of interest among its directors, executives, and employees, nor any connected transactions that gave rise to conflicts of interest.

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 has policies and procedures to oversee directors and executives regarding the use of the Company's inside information for personal gain. This includes requiring directors and senior executives to report changes in their holdings of the Company's securities to the Securities and Exchange Commission, pursuant to Section 59 of the Securities and Exchange Act B.E. 2535, as well as notifying the Company Secretary of such changes in securities. Furthermore, the Company has established a securities trading policy, which was reviewed and approved by the Board of Directors at its 10/2025 meeting on November 14, 2025. All directors attending the meeting were duly informed of this policy.

It is stipulated that directors, executives, and related persons, including spouses or cohabiting partners, and minor children, as well as juristic persons in which they, their spouses or cohabiting partners, and minor children collectively hold more than 30 percent of the total voting rights of such juristic person, and where such combined shareholding constitutes the largest proportion in that juristic person, must report their securities holdings electronically via an online system to the Securities and Exchange Commission within the prescribed period from the date of any change in

their holdings of the Company's securities and derivatives. Therefore, the Board of Directors has established the following policy regarding the trading of the Company's securities:

1. Directors and executives shall notify the Company Secretary of any trading in the Company's shares at least 1 day in advance of the transaction, to enable the Company Secretary to facilitate the reporting of changes in securities holdings to the Securities and Exchange Commission.
2. Directors and executives shall prepare and disclose reports on their securities holdings and changes in their holdings of the Company's securities and derivatives to the SEC Office, and submit a copy of this report to the Company Secretary on the same day the report is submitted to the SEC Office.

In the past year 2025, the Company had no incidents where directors, executives, employees, or related persons violated measures to prevent the use of inside information, or engaged in securities trading using inside information for personal gain.

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 : Review of appropriateness in anti-corruption, Assessment and identification of corruption risk, Communication and training for employees on anti-corruption policy and guidelines

Guidelines

1. Directors, executives, and employees must comply with the anti-corruption policy communicated and disseminated by the company through various channels, such as employee training and the company's website, by not engaging in corruption, directly or indirectly.
2. Directors, executives, and employees must exercise caution regarding giving or receiving hospitality, as well as giving or receiving gifts. They must strictly adhere to the policy on giving or receiving gifts or other benefits, ensuring it does not affect decision-making in their duties.

3. Procurement, charitable donations, and financial support must comply with the company's transparent and auditable procedures and adhere to the policy on charitable donations and financial support. The company emphasizes adequate and appropriate internal controls to ensure operations align with good corporate governance principles.
4. Directors, executives, and employees should not overlook or ignore acts that constitute corruption related to the company. They must inform their supervisors or responsible persons, or use the channels provided by the company's whistleblowing and complaint policy, and cooperate in verifying facts.
5. Those who commit corruption are subject to disciplinary action in accordance with company regulations and may also face legal penalties if the act constitutes a violation of law.

Assessment of corruption risks

Risk assessment related to internal corruption within the company, including preparedness for self-assessment regarding anti-corruption measures. The company believes that factors leading to corruption can be controlled by a robust internal control system. Therefore, the company has the following management approaches:

1. Work processes are managed with clear and uncomplicated segregation of duties and organizational structures to prevent operational gaps.
2. Promotion and support of ethical awareness and integrity, with continuous development of personnel to enhance knowledge, capabilities, and confidence to refuse corruption.
3. Establishing inter-departmental networks for surveillance operations, supporting and publicizing complaint centers, and implementing measures to protect and maintain the confidentiality of complainants.
4. Implementation of monitoring, control, and oversight processes to signal and prevent corruption risks, with transparent, credible, and fair investigation procedures.
5. Clear and strict penalties are defined for directors, executives, and employees at all levels who commit acts of corruption.

The company will strictly and continuously adhere to the anti-corruption policy.

In the year 2025, the company found no significant issues or deficiencies regarding litigation related to anti-competition, defamation, trade monopolies, discriminatory incidents, or corruption. Furthermore, there were no fines or non-monetary penalties due to operations not complying with relevant laws or regulations, or any breaches of business ethics.

Employee training to provide knowledge on policies and practices for anti-fraud and corruption

1. Employee Orientation Day Training

The company provides training to employees on ethics and work conduct during new employee orientation, which includes the following key policies:

- Good Corporate Governance
- Business Ethics and Company Code of Conduct
- Policy and guidelines on preventing the use of inside information
- Policy and guidelines on preventing conflicts of interest
- Anti-corruption policy
- Sustainability policy and guidelines

All employees must complete training as specified by the company, percentage 100

- 2.
3. Communication

The company has communicated to all employees within the organization through various channels, such as the internal computer network system (Intranet) and has also been published to external parties on the company's website, appearing in the Investor Relations > Corporate Governance section: <https://investor.ram-hosp.co.th/th/corporate-governance/anti-fraud-policy>

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 Board of Directors provides an opportunity for directors, executives, employees, and both internal and external stakeholders of the Company and its subsidiaries to report irregularities concerning illegal acts, complaints, or suggestions regarding legal violations, business ethics, inaccurate financial reports, corruption, or deficiencies in the internal control system of the Company and its subsidiaries. The Company will investigate such reports, complaints, or suggestions to ascertain the facts and determine appropriate supervisory measures. Reports can be submitted through the following channels:

Via E-mail IA@ram-hosp.co.th

Via the company website <https://www.ram-hosp.co.th/>

Via mail Submit a report of irregularities and complaints

To the Board of Directors, Chairman of the Audit Committee, Head of Internal Audit Department

Ramkhamhaeng Hospital Public Company Limited

436 Ramkhamhaeng Road, Huamark Subdistrict, Bangkok District, Bangkok 10240

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

The monitoring of compliance with other corporate governance policy and guidelines

-

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) : 8

List of Directors	Meeting attendance of audit committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	
1 Mr. PRAMOL APIRAT (Chairman of the audit committee)	8	/	8	8/8 (100.00%)
2 Ms. KITTIYARAT JIROJDAMRONGCHAI (Member of the audit committee)	8	/	8	8/8 (100.00%)
3 Mr. SAM TANSKUL (Member of the audit committee)	0	/	0	N/A
4 Mr. KAJIT HABANANAANDA (Member of the audit committee)	8	/	8	8/8 (100.00%)
Average meeting attendance rate				(100.00%)

The results of duty performance of the audit committee

The Board of Directors of Ramkhamhaeng Hospital Public Company Limited appointed the Audit Committee, which consists solely of independent directors. In 2025, there were a total of 3 Audit Committee members. All members possess qualifications as prescribed by the Stock Exchange of Thailand (SET). The key duties and responsibilities of the Audit Committee include overseeing and reviewing the company's financial reports to ensure compliance with accounting standards, accurate and sufficient disclosure of information, ensuring the company has appropriate and effective internal control systems, risk assessment, and risk control, ensuring compliance with relevant regulations and laws, and overseeing potential conflicts of interest in transactions between the company and related parties.

The Audit Committee of Ramkhamhaeng Hospital Public Company Limited consists of 3 independent directors who do not hold positions on the Executive Board, as follows:

1. Mr. Pramol Apirat, Chairman of the Audit Committee
2. Ms. Kittinyarat Jirojdamrongchai, Audit Committee Member
3. Mr. Samton Sakulkam, Audit Committee Member

Mr. Mingphimuk Limcharoonsak serves as the Secretary of the Audit Committee.

In 2025, the Audit Committee held a total of 8 meetings. The key resolutions of the meetings are summarized as follows:

1. Reviewed the financial statements of the company and its subsidiaries before submission to the Board of Directors. From the review of financial statements, inquiries with management, meetings with the auditor without management present, and consideration of the auditor's recommendations, the Audit Committee is of the opinion that the financial statements have been prepared accurately, completely, and reliably.
2. Reviewed and assessed the adequacy of the internal control system. The Audit Committee is of the opinion that the company has an appropriate, effective, and sufficient internal control system to prevent operational risks in accordance with the company's policies and strategies.
3. Reviewed the company's compliance with securities and exchange laws, Stock Exchange regulations, and other laws related to the company's business.
4. Considered, selected, and proposed the appointment of an independent person from Dharmniti Auditing Co., Ltd. as the company's auditor and proposed the remuneration for such person.
5. Considered related party transactions or transactions that may have conflicts of interest to ensure compliance with laws and regulations of the Stock Exchange. The Audit Committee is of the opinion that such transactions are normal business transactions of the company.
6. Considered and approved the internal audit plan, which is designed to be consistent with the nature of the company's business, including its policies, plans, operational processes, and business risks.
7. Considered and approved the annual budget and staffing levels for the Internal Audit Department.
8. Reviewed the Audit Committee Charter, ensuring its suitability with regulations and changing circumstances, and proposed amendments to the Board of Directors for approval.
9. Reviewed the internal control system, financial reporting, and risk management system to ensure they are robust, appropriate, and efficient, including verifying and reviewing compliance with procedures and laws to ensure adequate and appropriate control systems are in place for potential corruption risks.
10. Reviewed the lending and investment policies of the company and its subsidiaries to cover current market conditions and investment models.

The Audit Committee has performed its duties and responsibilities assigned by the Board of Directors with utmost diligence and capability, for the benefit of the company, its shareholders, and all stakeholders.

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. JERMPOL BHUMITRAKUL (Member of the executive committee)	14	/	15	14/15 (93.33%)
2 Mr. SUTHEE LEELASETAKUL (Member of the executive committee)	15	/	15	15/15 (100.00%)
3 Mr. PITCHAYA SOMBURANASIN (The chairman of the executive committee)	15	/	15	15/15 (100.00%)
4 Ms. RUKKAGEE KANJANAPITAK (Member of the executive committee)	15	/	15	15/15 (100.00%)
5 Mr. Talit Cheun-Im (Member of the executive committee)	15	/	15	15/15 (100.00%)
6 Mr. Pramuk Unachak (Member of the executive committee)	15	/	15	15/15 (100.00%)
7 Mr. SIRIPONG LUENGVARINKUL (Member of the executive committee)	15	/	15	15/15 (100.00%)
Average meeting attendance rate				(99.05%)

The results of duty performance of Executive Committee

-

Meeting attendance of Risk Management and Investment Committee

Meeting Risk Management and Investment Committee (times) : 2

List of Directors	Meeting attendance of Risk Management and Investment Committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	

List of Directors	Meeting attendance of Risk Management and Investment Committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	
1 Mr. PITCHAYA SOMBURANASIN (Member of the subcommittee)	2	/	2	2/2 (100.00%)
2 Mr. Talit Cheun-Im (Member of the subcommittee)	2	/	2	2/2 (100.00%)
3 Ms. RUKKAGEE KANJANAPITAK (Member of the subcommittee)	2	/	2	2/2 (100.00%)
4 Mr. BENNY LIM (Member of the subcommittee)	1	/	2	1/2 (50.00%)
Average meeting attendance rate				(87.50%)

The results of duty performance of Risk Management and Investment Committee

In the year 2025, the Risk and Investment Management Committee held 2 meetings to perform its duties in accordance with the Risk and Investment Management Committee Charter. The key aspects of its performance are summarized as follows:

1. Risk Management

1.1 Consider risk management plans for various investment structures to provide recommendations to the Board of Directors for further consideration.

1.2 Oversee enterprise-wide risk management, covering administrative, financial, business operations, operational, management, occupational health and safety, and environmental risks, as well as other significant risks related to the company's business operations.

2. Investment

2.1 Consider and approve the establishment of investment policies for debt and equity instruments of the Group.

2.2 Consider and approve investments in various significant projects to provide recommendations to the Board of Directors for further consideration.

The Risk and Investment Management Committee has performed its duties in accordance with its charter and the assignments from the Board of Directors to ensure that all stakeholders receive maximum and equitable benefits.

Meeting attendance of / Proposed Nomination and Remuneration Committee

Meeting / Proposed Nomination and : 5
Remuneration Committee (times)

List of Directors	Meeting attendance of / Proposed Nomination and Remuneration Committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	
1 Ms. RUKKAGEE KANJANAPITAK (Member of the subcommittee)	5	/	5	5/5 (100.00%)
2 Mr. BENNY LIM (Member of the subcommittee)	3	/	5	3/5 (60.00%)
3 Ms. SOMSRI PAUSAWASDI (The chairman of the subcommittee, Independent director)	4	/	5	4/5 (80.00%)
4 Mr. PINIT HIRUNYACHOTE (Member of the subcommittee, Independent director)	5	/	5	5/5 (100.00%)
5 Mr. SAM TANSKUL (Member of the subcommittee, Independent director)	0	/	0	N/A
Average meeting attendance rate				(85.00%)

The results of duty performance of / Proposed Nomination and Remuneration Committee

In the year 2025, the Nomination and Remuneration Committee held 5 meetings to perform its duties in accordance with the Nomination and Remuneration Committee Charter, the key aspects of which are summarized as follows:

1. Proceed with the recruitment and selection of qualified and suitable individuals to serve as directors of the company, in accordance with established processes and criteria, for submission to the Board of Directors for approval or to the Shareholders' Meeting for approval (as the case may be). The qualifications considered will cover education, expertise, skills, experience, and specific abilities relevant to the company's business.
2. Consider, select, and recruit individuals for appropriate senior management positions suitable for the management of the company's and its subsidiaries' businesses, covering education, experience, and expertise, for submission to the Board of Directors for approval.
3. Consider and determine the remuneration for the company's directors for the year 2025 for submission for approval according to procedures, taking into account appropriateness when compared to the directors' performance and responsibilities, the correlation with the company's overall operating results, and using data on director remuneration from leading listed companies in the energy industry as a key criterion for consideration, including the overall business conditions.
4. Consider and determine the framework for senior management remuneration for submission to the Board of Directors for approval.

Meeting attendance of Corporate Governance and Sustainability Committee

Meeting Corporate Governance and Sustainability Committee (times) : 1

List of Directors	Meeting attendance of Corporate Governance and Sustainability Committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	
1 Mr. SAM TANSKUL (The chairman of the subcommittee, Independent director)	1	/	1	1/1 (100.00%)
2 Mr. JERMPOL BHUMITRAKUL (Member of the subcommittee)	1	/	1	1/1 (100.00%)
3 Mr. Wacharalak Tunskul (Member of the subcommittee, Independent director)	1	/	1	1/1 (100.00%)
4 Mr. Thibault Spithakis (Member of the subcommittee)	1	/	1	1/1 (100.00%)
5 Ms. Wannarat Chunumpai (Member of the subcommittee)	1	/	1	1/1 (100.00%)
Average meeting attendance rate				(100.00%)

The results of duty performance of Corporate Governance and Sustainability Committee

The Board of Directors considers appointing the Corporate Governance and Sustainability Committee, which comprises a number of qualified directors and/or executives, to establish guidelines, oversee, and monitor the organization's operations in accordance with the principles of Good Corporate Governance and Sustainability, covering environmental (Environment), social (Social), and governance (Governance) issues. It also considers and proposes strategic approaches to drive the organization towards sustainable growth and continuously reports the results to the Board of Directors. The Corporate Governance and Sustainability Committee was appointed on February 27, 2026, comprising 5 directors. One meeting was held on February 27, 2026, which all 5 directors attended. The agenda items were as follows:

1. Appointment of the Secretary of the Corporate Governance and Sustainability Committee.
2. Appointment of Sustainability Advisors.
3. Appointment of the Sustainability Working Group, and
4. Approved the Sustainability Policy.

Corporate Sustainability Policy

Information on policy and goals of sustainable management

Sustainability Policy

Sustainability Policy : Yes

The Company recognizes the importance of conducting business sustainably by striving to balance business growth, quality of medical services, social responsibility, and environmental stewardship. This approach aims to create long-term value for shareholders, patients, employees, and all stakeholders.

With over 37 years of experience in operating a private hospital, the Company is guided by its vision: *To become a leading healthcare network in Thailand, delivering internationally standardized medical services that are accessible to all, while growing sustainably alongside Thai society.*

The Company has integrated Environmental, Social, and Governance (ESG) principles into its business strategy and established a structured sustainability governance framework across three levels to effectively drive organizational performance.

Reference link for sustainability policy : <https://investor.ram-hosp.co.th/en/corporate-governance/policies-and-document>

Sustainability management goals

Does the company set sustainability management goals : Yes

Sustainability Roadmap 20262029

The Company's four-year sustainability roadmap has been designed to closely align with its business strategy and investment plans. ESG is treated as a strategic investment that delivers long-term value and returns across economic, social, and sustainable business dimensions.

Phase	Year	Key ESG Objectives	Investment (THB million)	Success Indicators
Short-term	2026	Prepare 3-year Carbon Footprint Report Establish formal GHG targets First FTSE Russell submission Disclose OHS statistics Develop HRDD framework Establish Supplier ESG Code	~5	≥ 34 indicators
Mid-term I	2027	Install Solar Rooftop (NPV THB 28.2 million) Full LED retrofit (NPV THB 10.1 million) Obtain ISO 14001 certification Partial TCFD disclosure	~42	≥ 42 indicators
Mid-term II	2028	Implement VRF air-conditioning system (NPV THB 30.3 million) External GHG verification Full TCFD disclosure Clinical service upgrades (THB 48 million)	~80	≥ 49 indicators
Long-term	2029	Net-Zero roadmap toward 2050 ESG rating ≥ 3/5 across all themes Full Scope 3 disclosure Inclusion in FTSE4Good Thailand	~10	≥ 53 indicators (96%)

United Nations SDGs that align with the organization's sustainability management goals : Goal 5 Gender Equality, Goal 10 Reduce Inequalities, Goal 12 Responsible Consumption and Production, Goal 13 Climate Action, Goal 17 Partnerships for the Goals

Information on review of policy and/or goals of sustainable management over the past year

Review of policy and/or goals of sustainable management over the past year

Has the company reviewed the policy and/or goals : 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

In 2025, the Company prepared a comprehensive and transparent sustainability report, based on the FTSE Russell ESG Data Model v1.1. This framework assesses performance across 8 mandatory themes applicable to the ICB 4533 Health Care Providers sector, covering a total of 55 core indicators.

Information on impacts on stakeholder management in business value chain

Business value chain

The Company's value chain has unique characteristics that differ from general businesses, as healthcare services the core output of a hospital require expertise, reliability, and high standards of care. The Company therefore emphasizes the full integration of its value chain, from upstream resource management and standardized operational processes to the delivery of high-quality and measurable health outcomes.

At each stage, ESG factors are systematically managed to support sustainable business operations.

Upstream (Input)	Operations	Core Services	Value-Added Services	Outcomes
<ul style="list-style-type: none"> Medical supplies and equipment - Medical consumables - Medical gases (O2/N2O) - Utilities (Electricity: THB 52.9M, Water: THB 2.3M, Fuel: THB 1.2M) - Personnel and human capital (3,680 employees) - Information technology 	<ul style="list-style-type: none"> Management of 3 hospital branches - Energy and water management - Waste and wastewater management - HR & Training (55,184 hours/year) - IT & Digital Health - Supply chain management - Infection control 	<ul style="list-style-type: none"> PD/IPD services - 15+ clinics - All surgical specialties - ICU/CCU/NICU - Emergency Room (ER) - Laboratory & Radiology - Cardiac Cath Lab - Hemodialysis - GI Scope 	<ul style="list-style-type: none"> Health check-ups - Rehabilitation medicine - Telemedicine - Community health programs - Health education - Dialysis services - Community laboratory services 	<ul style="list-style-type: none"> Improved patient recovery and quality of life - Healthier communities - GHG reduction in line with roadmap - Reduced waste and pollution - Shareholder returns - Employment for 3,680 people - Taxes and public contributions
<p>ESG Risks: Supplier quality, labor rights in supply chain, carbon in supply chain</p>	<p>ESG Risks: Energy, water, waste, OHS, infection control</p>	<p>ESG Risks: Patient safety, infection, PDPA/privacy</p>	<p>ESG Opportunities: Digital Health, Green Hospital, AI-assisted care, preventive medicine</p>	<p>KPIs: Patient Safety Score, GHG Intensity, ESG Rating, Employee Satisfaction</p>

Business value chain diagram



Analysis of stakeholders in the business value chain

Details of stakeholder analysis in the business value chain

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
<u>Internal stakeholders</u>			

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
<ul style="list-style-type: none"> • Investors or investment institutions • Shareholders 	<p>Sustainable long-term returns</p> <p>Reliable and comparable ESG disclosures</p> <p>Systematic risk management</p> <p>Anti-corruption practices</p>	<p>Focus on sustainable business operations alongside efficient cost management and investment to generate stable long-term returns. Disclose ESG information transparently, systematically, and in alignment with international standards to ensure reliability and comparability within the industry.</p> <p>Implement an enterprise-wide risk management approach, with continuous risk identification, assessment, and monitoring, supported by appropriate control measures.</p> <p>Establish clear anti-corruption policies and measures, promote a culture of integrity, and maintain effective whistleblowing and investigation mechanisms.</p>	<ul style="list-style-type: none"> • Annual General Meeting (AGM) • Others <ul style="list-style-type: none"> • Meeting with securities analysts

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
<ul style="list-style-type: none"> • Employees 	Fair and competitive compensation Safe working environment Clear career development opportunities Respectful and dignified treatment	Establish a fair and competitive compensation structure aligned with labor market standards to attract and retain high-potential talent. Prioritize occupational health and safety by implementing risk prevention measures and continuously promoting a safe working environment. Support employee capability development through structured training, learning programs, and career path planning. Promote equal treatment of employees, respect for human rights, and uphold diversity and non-discrimination within the organization.	<ul style="list-style-type: none"> • Internal Meeting • Employee Engagement Survey • Satisfaction Survey • Training / Seminar • Others <ul style="list-style-type: none"> • Employee grievance channels
<u>External stakeholders</u>			

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
<ul style="list-style-type: none"> • Customers • Others <ul style="list-style-type: none"> • Patients and their families 	<p>High-quality and safe services</p> <p>Transparent pricing and health information</p> <p>Reasonable costs</p> <p>Protection of privacy rights</p>	<p>Deliver medical services in accordance with professional standards, with patient safety as the top priority.</p> <p>Disclose service fees and relevant medical information clearly, enabling patients to make well-informed decisions.</p> <p>Set service fees appropriately, aligned with the quality of care and considering patient accessibility.</p> <p>Ensure strict protection of personal and health data in compliance with applicable laws and standards.</p>	<ul style="list-style-type: none"> • Online Communication • Complaint Reception • Satisfaction Survey
<ul style="list-style-type: none"> • Suppliers 	<p>Fair and transparent contracts</p> <p>Timely payments</p> <p>Long-term collaboration</p> <p>Reasonable ESG requirements</p>	<p>Establish clear, fair, and auditable contracts with transparent terms and conditions.</p> <p>Ensure strict adherence to agreed payment terms to build trust and strengthen business relationships.</p> <p>Foster long-term partnerships with suppliers based on trust and mutual growth.</p> <p>Define appropriate ESG requirements for suppliers, aligned with international standards and considerate of their capacity to comply.</p>	<ul style="list-style-type: none"> • External Meeting • Complaint Reception • Satisfaction Survey • Others <ul style="list-style-type: none"> • Annual supplier performance evaluation

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
<ul style="list-style-type: none"> • Community • Society 	<p>Local employment generation</p> <p>Support and promotion of social and community activities</p> <p>Avoidance of air and noise pollution</p> <p>Being a good neighbor</p>	<p>Promote local employment to generate income and support the economic development of surrounding communities.</p> <p>Actively support social and community initiatives on an ongoing basis to enhance the quality of life and well-being of local residents, such as providing basic medical knowledge.</p> <p>Operate with consideration for environmental impacts, implementing appropriate measures to control and reduce pollution.</p> <p>Foster strong relationships with surrounding communities through transparent communication, active listening, and appropriate response to community concerns.</p>	<ul style="list-style-type: none"> • Social Event • Online Communication • Complaint Reception • Training / Seminar

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
<ul style="list-style-type: none"> Government agencies and Regulators 	<p>Compliance with public health regulations</p> <p>Standards of medical care</p> <p>Corporate governance and transparency</p> <p>Full tax compliance</p>	<p>Conduct business in strict compliance with all applicable public health laws and regulations.</p> <p>Provide medical services in accordance with professional standards and recognized practices (AACI) to ensure quality and patient safety.</p> <p>Operate under principles of good corporate governance, emphasizing transparency, accountability, and responsibility to all stakeholders.</p> <p>Comply fully with tax laws and regulations, ensuring accurate and timely tax payments.</p>	<ul style="list-style-type: none"> Visit External Meeting Satisfaction Survey
<ul style="list-style-type: none"> Financial institution 	<p>Debt servicing capability</p> <p>Strong corporate governance</p> <p>Transparent ESG risk profile</p>	<p>Manage liquidity and financial structure prudently to ensure timely debt repayment and maintain financial credibility.</p> <p>Operate under strong corporate governance principles, emphasizing transparency, accountability, and auditability.</p> <p>Disclose ESG risk information in a systematic, clear, and internationally aligned manner to enable stakeholders to effectively assess risks.</p>	<ul style="list-style-type: none"> Visit External Meeting Others <ul style="list-style-type: none"> Arrange meetings with financial institutions

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
<ul style="list-style-type: none"> • Educational institution or academic agency 	Enhancement of professional standards and collaborative research and development Exchange of medical knowledge	Promote collaboration with partners to enhance professional standards and support joint research and development, advancing medical knowledge and innovation. Encourage the exchange of knowledge, experience, and best practices to continuously improve the quality of healthcare services.	<ul style="list-style-type: none"> • Visit • Online Communication • External Meeting • Training / Seminar

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
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The names of the sustainability materiality topics	Subjects related to the sustainability materiality topics
Company's Sustainability	<ul style="list-style-type: none"> • Environmental Management Standards Policy and Compliance • Energy Management • Water Management • Waste and Waste Management • Greenhouse Gas Management • Good Governance

Information on sustainability report

Corporate sustainability report

- Corporate sustainability report : Have data
- Reference link for corporate sustainability report : <https://investor.ram-hosp.co.th/en/corporate-governance/policies-and-document>

Company sustainability disclosure aligned with standards

Sustainability risk management

Information on risk management policy and plan

Risk management policy and plan

The Company recognizes the importance of risk management in a continuously evolving business environment, driven by both internal and external factors that may impact its operations and ability to achieve corporate objectives. Accordingly, the Company has established risk management as an integral part of its Good Corporate Governance framework and a key component of organizational management, to support sustainable business growth and to enhance confidence among shareholders, investors, and all stakeholders.

The Company has adopted an Enterprise Risk Management (ERM) approach to systematically implement its risk management processes. This includes risk identification, risk assessment, the development of risk mitigation measures, and continuous monitoring and evaluation. Such practices aim to minimize potential impacts on operations, improve the efficiency of resource utilization, and ensure preparedness for emerging risks in the future.

The Company has also established internal control systems, auditing processes, and regular performance reporting mechanisms. Management meetings are held on a monthly basis to monitor operational performance, control costs, and review business strategies, thereby strengthening the organization and maintaining long-term competitiveness.

In addition, the Board of Directors has established the Risk Management and Investment Committee to define policies and frameworks for enterprise-wide risk management, covering both the Company and its subsidiaries, as well as to oversee the implementation of appropriate risk management systems and processes. The key responsibilities of the Committee are as follows:

- Identify and assess risks related to the Company's business operations
- Establish guidelines and measures to prevent and mitigate risk impacts
- Monitor and evaluate risk management performance on an ongoing basis

Furthermore, the Company has assigned the Audit Committee to review the adequacy and appropriateness of the internal control system, as well as the Company's risk management processes, to ensure that business operations are conducted efficiently, transparently, and in compliance with applicable laws and regulations.

Reference link to risk management policy and plan : <https://investor.ram-hosp.co.th/en/corporate-governance/policies-and-document>

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),
Others : FTSE Russell ESG Data Model v1.1

Information on ESG risk factors

Risk factors on business operation

Operational risk associated with the Company or the group of companies

Risk 1 Risks of Competition in the Private Hospital Business

Related risk factors : Strategic Risk
• Competition risk

ESG risk factors : No

Risk characteristics

At present, the private hospital business is highly competitive, driven by both existing operators and new entrants expanding hospital services nationwide in line with community growth and increasing demand for access to healthcare services. Operators must compete across multiple dimensions, including quality of medical care, clinical expertise, medical technology, and pricing.

The Company therefore focuses on continuously enhancing the quality of its medical services, while investing in modern and safe medical equipment to elevate treatment standards at reasonable and accessible pricing for patients. In addition, Ramkhamhaeng Hospital has further developed its capabilities in treating complex diseases through the establishment of Centers of Excellence, such as the Cardiac Center, Neurology and Neuroscience Center, and Radiation Oncology Center, to support the treatment of complex cases, including referred patients from affiliated hospitals. Moreover, the Company is able to serve a diverse patient base, including self-paying patients, patients under the Social Security Scheme, and those covered by the Universal Healthcare Coverage program. This broad patient mix enhances access to healthcare services and serves as a key factor in diversifying revenue sources, thereby strengthening the stability of the Ramkhamhaeng Hospital Groups revenue structure and supporting its competitiveness and sustainable growth.

Risk-related consequences

Revenue and Market Share Risk

Intense competition may result in a decline in patient volume or lower-than-expected growth, potentially leading to reduced revenue and market share for the Company.

Pricing and Margin Risk

Price competition may exert downward pressure on profit margins, particularly among price-sensitive patient segments.

Investment Cost Risk

Investments in medical technology, equipment, and Centers of Excellence require significant capital expenditure, which may increase operating costs and impact cash flow.

Quality and Human Resource Risk

Competition in service quality and clinical expertise may lead to competition for qualified medical personnel, resulting in higher compensation costs and potential shortages of skilled professionals.

Reputation and Confidence Risk

Failure to maintain service standards or continuously improve service quality may undermine patient confidence and adversely affect the Company's reputation in the long term.

Revenue Structure Risk

Although a diversified patient base helps mitigate risk, revenue derived from patients under government schemes (e.g., Social Security Scheme or Universal Healthcare Coverage) typically involves regulated pricing, which may limit profitability.

Referral Dependency Risk

Investments in Centers of Excellence to support complex cases rely partly on patient referrals. If referral volumes fall short of expectations, resource utilization may be suboptimal, potentially affecting returns on investment.

Risk management measures

The Company is committed to continuously enhancing the quality of its medical services, while investing in modern and safe medical equipment to elevate healthcare standards at reasonable and accessible pricing for patients.

In addition, Ramkhamhaeng Hospital has strengthened its capabilities in treating complex diseases through the establishment of Centers of Excellence, such as the Cardiac Center, Neurology and Neuroscience Center, and Radiation Oncology Center. These centers are designed to support the treatment of complex cases, including patients referred from affiliated hospitals.

Furthermore, the Company serves a diverse range of patient segments, including self-paying patients, patients under the Social Security Scheme, and those covered by the Universal Healthcare Coverage program. This diversified patient base enhances access to medical services and represents a key factor in mitigating revenue concentration risk, while strengthening the stability of the Ramkhamhaeng Hospital Groups revenue structure. This, in turn, supports the Company's competitiveness and sustainable growth.

Risk 2 Risks from processes and operating procedures

Related risk factors :

Operational Risk

- Systems or internal control system
- Human error in business operations
- Safety, occupational health, and working environment

ESG risk factors : Yes

Risk characteristics

The hospital business involves inherent risks in the delivery of medical services, which may affect patient safety and the quality of care. The Company therefore places strong emphasis on operational risk management, with patient safety as its top priority.

Risk-related consequences

Risks arising from medical service processes may impact patient safety and the quality of care, as well as lead to reputational damage, diminished patient confidence, legal and regulatory risks, and increased cost burdens, thereby potentially affecting the organizations operational efficiency in the long term.

Risk management measures

The Company has established an enterprise-wide risk management system, overseen by the Risk Management and Investment Committee, which is responsible for supervising and monitoring potential risks across various areas, including operational risks, patient safety risks, occupational health and safety risks, as well as ethical and patient rights risks.

In addition, the Company places strong emphasis on enhancing personnel capabilities by ensuring that employees possess the necessary knowledge and understanding, and strictly adhere to professional standards and established procedures. This approach aims to improve service quality and reduce operational risks.

Risk 3 Risks from Changes in Social Security Policies

Related risk factors :

Compliance Risk

- Change in laws and regulations
- Laws and regulations is not favorable for doing business

ESG risk factors : Yes

Risk characteristics

In 2025, the Group derived approximately 1520% of its total healthcare service revenue from the Social Security Scheme, thereby exposing the Company to risks associated with potential changes in Social Security policies.

Risk-related consequences

The Company may be affected by changes in government policies, reimbursement rates, or service conditions, which could result in reduced revenue and profit margins, as well as impact cash flow and the Company's long-term financial stability, particularly if it is unable to appropriately adapt or effectively manage its revenue structure.

Risk management measures

The Company considers the Social Security Scheme to have strong fund stability and a reliable reimbursement system. Any changes in reimbursement policies are generally intended to align with the actual increase in medical treatment costs.

In addition, the Group's management closely monitors policy developments related to the Social Security Scheme, while continuously following up on reimbursement procedures and criteria with the Social Security Office to ensure accurate and complete claims in compliance with the relevant requirements. The Company also manages related medical costs effectively to mitigate potential risks that may impact the Group's operating performance going forward.

Risk 4 Regulatory risk

Related risk factors :

Compliance Risk

- Change in laws and regulations
- Laws and regulations is not favorable for doing business
- Violations of laws and regulations

ESG risk factors : Yes

Risk characteristics

The Company operates under the supervision and regulatory oversight of the Ministry of Public Health and other relevant government authorities. It is required to obtain licenses to operate healthcare facilities and comply with applicable laws governing healthcare establishments, corporate regulations, and other related legislation.

Any changes in the interpretation of existing regulations, the enactment of new laws or regulations, or the introduction of more stringent policies may have an impact on the Company's operations.

Risk-related consequences

Changes in laws, regulations, or policies of regulatory authorities may require the Company to adjust its operational processes to comply with more stringent requirements. This may lead to increased compliance costs, risks of delays in obtaining or renewing licenses, as well as potential exposure to penalties or operational restrictions, which could adversely affect the Company's operational efficiency and financial performance in the long term.

Risk management measures

However, the Company complies with key quality management standards, including international standards such as ACCI (American Accreditation Commission International), JCI (Joint Commission International), the Hospital Accreditation (HA) standards of the Ministry of Public Health, and ISO 9001:2015. These frameworks require the Company to adhere to established standards in order to ensure the quality of patient care, as well as to oversee safety, environmental management, and various risk areas.

Such compliance helps mitigate potential impacts arising from changes in applicable laws and regulations.

Risk 5 Litigation risk

Related risk factors :

Compliance Risk

- Legal risk

ESG risk factors : Yes

Risk characteristics

The hospital business is exposed to the risk of lawsuits or claims for damages from patients or related parties, which may arise from dissatisfaction with treatment outcomes, communication errors, or disputes related to the provision of medical services. Such incidents may result in increased costs, as well as adversely affect the Company's reputation and patient confidence.

Risk-related consequences

Risks arising from lawsuits or claims for damages may result in increased expenses from compensation and legal costs, as well as adversely affect the Company's reputation and patient confidence. This may lead to a decline in patient volume and negatively impact the Company's operating performance and long-term business sustainability.

Risk management measures

The Company places strong emphasis on managing such risks by continuously enhancing medical treatment standards and service quality, with a focus on patient safety. This includes the supervision of service delivery processes, as well as the systematic handling and monitoring of complaints, in order to ensure continuous operational improvement. As of present, the Company and its subsidiaries are involved in certain legal cases arising from business operations, which are currently under judicial consideration. However, management believes that these cases do not have a material impact on the Company's financial position or operating results. Further details can be found in the notes to the financial statements under litigation and legal disputes.

Risk 6 Healthcare Payment Risk

Related risk factors :

Financial Risk

- Default on payment or exchange of goods

ESG risk factors : No

Risk characteristics

Private hospital operations typically provide medical treatment prior to receiving payment, which may expose the Company to the risk of incomplete collection of medical service fees.

Risk-related consequences

The risk of providing medical services prior to receiving payment may lead to an increase in outstanding receivables or bad debts. This can negatively impact the company's cash flow and financial liquidity, as well as increase the costs associated with debt collection and receivables management. Consequently, this may affect the company's operational efficiency and long-term financial performance.

Risk management measures

The Company has implemented policies to mitigate various risks, including having the medical records department thoroughly verify and confirm patients eligibility for services. The Company also provides advance estimates of medical expenses to the responsible payer, communicates treatment plans, and periodically reports incurred costs along with updated cost estimates. Additionally, the Company encourages responsible parties to make installment payments to reduce risk and ease the burden of settling the full amount upon completion of treatment.

For collections from corporate counterparties, the Company conducts selection processes and assesses the creditworthiness and financial status of such counterparties in advance. It also periodically reviews their financial standing and has a dedicated debt collection team to monitor and follow up on payments, aiming to minimize the risk of non-payment in accordance with agreed credit terms.

For patients covered under the Social Security Office and the National Health Security Office schemes, the Company directly bills the respective agencies.

Ramkhamhaeng Hospital has approximately 70% of its medical service revenue from cash-paying patients and about 30% from credit-term receivables. As a result, the risk of non-payment for medical services remains relatively low.

Risk 7 Interest rate risk

Related risk factors :

Financial Risk

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

ESG risk factors : No

Risk characteristics

As of December 31, 2025, the Company had both short-term and long-term borrowings from financial institutions. Approximately 90% of these loans bear floating interest rates referenced to 3-month or 6-month fixed deposit rates, which generally have relatively low volatility. The remaining portion is referenced to the Minimum Lending Rate (MLR). Although such interest rates may fluctuate in line with market conditions.

Risk-related consequences

The risk associated with borrowings under floating interest rates may cause the Company's financing costs to fluctuate in line with market interest rate conditions. If interest rates increase, the Company's interest expenses may rise, which could negatively impact its net profit, cash flow, and long-term liquidity management.

Risk management measures

The Company remains able to manage such risks at an appropriate level by consistently complying with the financial covenants of its loan agreements, maintaining sufficient liquidity and cash flow to meet its debt obligations, and focusing on securing funding sources with lower financing costs.

As of December 31, 2025, the Company's debt-to-equity ratio, based on its consolidated financial statements, was 0.60 times.

Risk 8 Environmental Impact Risk

Related risk factors : Strategic Risk

- ESG risk

Operational Risk

- Impact on the environment

ESG risk factors : Yes

Risk characteristics

The hospital operates 24 hours a day and relies heavily on electricity to support medical equipment and various auxiliary systems. Therefore, it places strong emphasis on efficient energy management to minimize environmental impact and promote sustainability.

Risk-related consequences

Heavy reliance on electricity may expose the Company to risks from volatile and potentially rising energy costs, which could impact operating expenses and profitability. In addition, power disruptions or outages may affect service continuity and patient safety, and could also impact the organization's long-term reputation regarding environmental responsibility.

Risk management measures

The hospital has implemented measures across four key areas:

1. Climate change management through the reduction of greenhouse gas emissions;
2. Energy conservation by utilizing efficient technologies;
3. Water management and conservation through treatment systems and efficient usage; and
4. Safe waste management.

These initiatives aim to minimize environmental impact and promote long-term sustainability.

Risk 9 Risk of medical personnel shortage

Related risk factors : Strategic Risk
• ESG risk

Operational Risk

- Reliance on employees in key positions
- Shortage or reliance on skilled workers

ESG risk factors : Yes

Risk characteristics

In the hospital business, physicians are critically important personnel who have a significant impact on the Company's operations.

Risk-related consequences

Reliance on physicians as key personnel may expose the Company to risks arising from shortages or the loss of highly specialized doctors. This could affect the quality of medical care, continuity of services, and the Company's competitiveness. It may also lead to higher personnel costs and impact the Company's long-term financial performance.

Risk management measures

The Company recruits qualified physicians to be stationed at its hospitals and regularly supports them in attending academic training and seminars both domestically and internationally. This enables physicians to apply new knowledge and innovations in patient care. In addition to physicians, other personnel including nurses, pharmacists, physiotherapists, radiologic technologists, medical technologists, as well as accounting and administrative staff are also vital to the Company.

The Company therefore focuses on personnel management and development, with an emphasis on:

- Developing highly competent staff
- Promoting high performance among physicians and employees
- Enhancing knowledge through knowledge management initiatives
- Fostering strong employee engagement and organizational commitment

Furthermore, the Company's nationwide hospital network, along with continuous investment in modern medical equipment, expansion and renovation of service areas, and the establishment of specialized medical centers across various fields, supports comprehensive patient care. The exchange of knowledge among medical teams within the network also enables multidisciplinary treatment, which is a key factor in effectively mitigating the risk of shortages in medical personnel.

Risk 10 Personal data breach risk

Related risk factors : Strategic Risk
• ESG risk

Compliance Risk

- Violations of laws and regulations
- Legal risk

ESG risk factors : Yes

Risk characteristics

The Personal Data Protection Act B.E. 2562 (2019), which came into effect in 2022, is a broad law that governs the collection, use, and disclosure of personal data.

Risk-related consequences

The enforcement of the Personal Data Protection Act B.E. 2562 (2019) may require the Company to enhance its data management systems and processes to ensure compliance with the law, potentially increasing operational costs. Furthermore, any data breach or non-compliance could result in legal penalties, reputational damage, and a loss of trust among service recipients in the long term.

Risk management measures

The Company recognizes the importance of establishing appropriate measures and internal control systems to ensure that personal data management is conducted rigorously and in compliance with relevant standards, thereby preventing potential risks and damages.

The law also prescribes civil, criminal, and administrative penalties, including punitive damages in cases involving violations of personal data. The Company has therefore continuously planned and implemented relevant measures to ensure full, proper, and effective compliance with the law.

Information on business continuity plan (BCP)

Business Continuity Plan (BCP)

Business Continuity Plan (BCP) : Yes

Due to changes in both internal and external factors such as advancements in medical technology, shifts in policies and regulations, shortages of medical personnel, cyber threats, climate change, as well as evolving expectations of patients and stakeholders, these risks may impact service continuity, quality of care, operating costs, organizational reputation, and long-term competitiveness.

In this regard, the Company continuously monitors, assesses, and analyzes emerging risks by considering both the likelihood of occurrence and the potential impact on its operations. It also establishes mitigation plans to ensure timely adaptation and to maintain long-term business stability.

Key emerging risks for the hospital business:

1. Risks from technological changes and digital health

The increasing adoption of digital technologies, electronic systems, and telemedicine services may rapidly change the competitive landscape and patient expectations. If the Company is unable to adapt in a timely manner, this may affect service efficiency and competitiveness. To address this, the Company closely monitors trends in medical technology and digital health, continuously develops its information systems and related infrastructure, and promotes the development of personnel's knowledge and skills in applying such technologies appropriately.

2. Cybersecurity and personal data protection risks

The Company collects and stores a large volume of patients' personal data, which exposes it to risks from cyberattacks, data breaches, and unauthorized access. These risks may impact operations, patient trust, and compliance with relevant laws. Therefore, the Company has implemented information security measures, access control systems, data backup procedures, and incident monitoring. It also regularly reviews personal data protection measures and provides training to raise awareness among personnel in order to prevent potential risks.

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

Link for company's sustainable supply chain : <https://investor.ram-hosp.co.th/en/corporate-governance/policies-and-document>
management policy and guidelines

Information on sustainable supply chain management plan

Sustainable supply chain management plan

Company's sustainable supply chain management : Yes
plan

The Company has established a sustainable supply chain management plan, which includes the development of a Supplier Code of Conduct, supplier selection based on ESG criteria, and Human Rights Due Diligence assessments within the supply chain particularly for medical suppliers, cleaning and security service providers, and waste management service providers.

This also includes responsible procurement practices and timely payments. Further details are disclosed in the 56-1 One Report, Chapter 3, Section 3.2.

Reference link to sustainable supply chain : <https://investor.ram-hosp.co.th/en/corporate-governance/policies-and-document>
management plan

Information on new suppliers undergoing sustainability screening criteria

New suppliers undergoing sustainability screening criteria

Does the company use sustainability screening : No
criteria with new suppliers?

Information on supplier code of conduct

Supplier code of conduct

Supplier code of conduct : No

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 : No
acknowledge compliance with the supplier code of
conduct?

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

Research and development (R&D) expenses over the past 3 years

	2023	2024	2025
Research and development (R&D) expenses over the past 3 years (Million Baht)	0.00	0.00	0.00

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 : No
innovation culture

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 : No
benefits from innovation development?

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