

**Minutes of the 2025 Annual General Meeting of Shareholders of
Ramkhamhaeng Hospital Public Company Limited**

The meeting was held on Wednesday, April 30, 2025, at 9.00 A.M., at the meeting room on the 10th floor, Building 3, Ramkhamhaeng Hospital Public Company Limited, No. 436 Ramkhamhaeng Road, Hua Mak, Bangkapi, Bangkok 10240.

The Company has set March 26, 2025, as the record date for determining the list of shareholders entitled to attend the 2025 Annual General Meeting of Shareholders. On that date, there were 4,304 shareholders, representing a total of 1,200,000,000 shares.

Meeting Quorum

Miss Chanyawat Watthanaphongsaphat, the Company Secretary, informed the meeting that the 2025 Annual General Meeting of Shareholders of Ramkhamhaeng Hospital Public Company Limited (“**the Company**” or “**RAM**”) was attended in person and by proxy totaling 78 attendees, holding 965,481,674 shares, equivalent to 80.4568 percent of the total issued shares, thus constituting a quorum in accordance with the Company’s Articles of Association.

The Company Secretary then introduced the directors, executives, auditors, and legal advisors present at the meeting as follows:

Directors attending the Meeting in person

1. Dr. Aurchat Kanjanapitak, M.D. Honorable Advisor of the Board of Directors and Director
2. Dr. Pitchaya Somburanasin, M.D. Chairman of the Board of Directors, Chairman of Group Executive Committee and Member of the Risk Management and Investment Committee
3. Dr. Rukkagee Kanjanapitak (PH.D.) Director, Member of Group Executive Committee, Member of the Risk Management and Investment Committee, Member of the Nomination and

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| | Remuneration Committee and Group Chief Executive Officer |
| 4. Dr. Suthee Leelasetakul, M.D. | Director, Member of Group Executive Committee and Chief Executive Officer of Ramkhamhaeng Hospital |
| 5. Dr. Jernpol Bhumitrakul, DDS. | Director, Member of Group Executive Committee, Group Chief Operating Officer and Chief Affiliate Hospital Group 1 |
| 6. Dr. Siripong Luengvarinkul, M.D. | Director, Member of Group Executive Committee and Chief Affiliate Hospital Group 2 |
| 7. Mr. Talit Chuen-Im | Director, Member of Group Executive Committee, Member of the Risk Management and Investment Committee and Executive Vice President, Northeastern Hospital Group |
| 8. Miss Tassawan Sirivongs | Director |
| 9. Mr. Benny Lim | Director, Member of the Risk Management and Investment Committee and Member of the Nomination and Remuneration Committee |
| 10. Miss Cheryl Ang Yan Qi | Director |
| 11. Mr. Pramol Apirat | Independent Director and Chairman of Audit Committee |
| 12. Miss Kittiyarat Jirojdamrongchai | Independent Director and Member of Audit Committee |
| 13. Dr. Pinit Hirunyachote, M.D. | Independent Director and Member of the Nomination and Remuneration Committee |
| 14. Dr. Somsri Pausawasdi (M.D.) | Independent Director and Member of the Nomination and Remuneration Committee |

Note: Attendee No. 1 attended the meeting from Agenda 2 onwards.

Directors attending the Meeting via electronic media

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| 1. Mr. Kajit Habanananda | Independent Director, Member of Audit Committee and Member of the Nomination and Remuneration Committee |
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Note: Attendee No. 1 attended the meeting from Agenda 2 onwards.

All 15 directors of the Company attended the meeting, representing 100 percent of the total number of directors.

Executive attending the Meeting in person

1. Mr. Surabot Visutimatakul Chief Financial Officer

Executive attending the Meeting via electronic media

1. Dr. Pramuk Unachak (M.D.) Member of Group Executive Committee and Executive
Vice President, Northern Hospital Group

Auditor attending the Meeting in person

1. Miss Methavee Chanasongkram Dharmniti Auditing Co., Ltd.
2. Miss Uraiwan Maksin Dharmniti Auditing Co., Ltd.

Legal Advisor attending the Meeting in person

1. Khun Veeranuch Thammavaranucupt TTT & Partners Company Limited

The Company Secretary invited a volunteer shareholder representative to act as a witness in the vote-counting process. Ms. Siyaporn Kaewjamsai, a proxy holder on behalf of a shareholder, volunteered to serve as the witness for the vote counting.

Preliminary Proceeding before the Meeting

Before proceeding with the agenda items, the Company Secretary informed the meeting that the Company would collect, use, and disclose the personal data of all attendees for the purposes of recording and preparing the minutes of the meeting, as well as for managing the meeting. The Company Secretary then explained the procedures and guidelines for the meeting as follows:

1. The meeting will consider matters in accordance with the agendas in the invitation letter.
Information will be presented for each agenda, and shareholders will be given the

opportunity to ask questions before voting. The voting results will be announced to the meeting once the vote counting for each agenda has been completed.

2. Voting Procedure

2.1 In casting votes, one (1) share shall have one (1) vote. Therefore, each shareholder shall have votes equal to the number of shares he/she hold or have been granted proxy authority for.

2.2 Any shareholder who has a conflict of interest in any agenda shall not be entitled to vote on that agenda. For this meeting, there are a total of 7 agenda for consideration. Agenda 1 and 3 through 7 require the majority vote of shareholders attending the meeting and casting their votes. Agenda 2 is for acknowledgment; therefore, no voting is required. Agenda 8 is for other matters; the Company will allow shareholders to ask questions or express opinions as appropriate.

2.3 In casting votes, the Company will collect ballot cards only from shareholders who vote “disapprove” or “abstain.” For each agenda, the meeting will be asked whether there are any votes of disapproval or abstention. If there are, shareholders or proxy holders are requested to submit their completed and signed ballot cards to the Company’s staff.

2.4 In vote-counting, the Company will deduct the number of votes marked as “disapprove” and “abstain” from the total number of votes of shareholders present or casting votes. The remaining votes will be considered as votes “Approve”

3. Questioning and Commenting Procedure

3.1 Before voting on each agenda, shareholders will be given the opportunity to ask questions or express opinions related to that agenda, as appropriate. The Company will provide responses to relevant questions during the discussion of the corresponding agenda. However, in the event of a large number of questions, the Company reserves the right to select questions as deemed appropriate. Some questions may be addressed at the end of the meeting or published on the Company’s website.

3.2 For shareholders who granted proxies to others to attend the meeting and selected the proxy form specifying their voting, the Company has already recorded their votes—whether in approve, disapprove, or abstained—according to their instructions in the registration system for use in the resolution of each agenda.

- 3.3 Once the voting is closed, the Company will process the results and announce the vote result to the meeting for each agenda.
4. The Company will publish the meeting minutes in both Thai and English on the Company's website, and will notify the publication of the meeting minutes through the Information Disclosure System of the Stock Exchange of Thailand within 14 days from the date of the meeting.

Commencement of the Meeting

Dr. Pitchaya Somburanasin, Chairman of the Board of Directors, served as the Chairman of the Meeting ("**the Chairman**"). He welcomed the shareholders and appointed Miss Chanyawat Watthanaphongsaphat, the Company Secretary, to serve as the Secretary of the Meeting ("**the Secretary**"). The Chairman then proposed that the meeting consider the matters in accordance with the agendas in the invitation to the shareholder meeting, as follows:"

Agenda 1 To consider and certify the minute of meeting of the Annual General Meeting of Shareholders for the year 2024 on April 30, 2024

The Chairman assigned the Secretary to propose that the meeting certify the minute of meeting of the Annual General Meeting of Shareholders for the year 2024 on April 30, 2024 as follows:

the Company held the Annual General Meeting of Shareholders for the year 2024 on April 30, 2024, with the minutes of the meeting appearing in Enclosure 1, in which the Company has published a copy of the said minutes of the meeting on the Company's website (<http://www.ram-hosp.co.th>) for shareholders to acknowledge and verify the correctness. The meeting minutes were sent to the Stock Exchange of Thailand and the Ministry of Commerce within the time frame specified by law.

The Board of Directors has considered that the minutes of the meeting have been recorded accurately and completely. Therefore, it is deemed appropriate to propose to the 2025 AGM to consider and certify the minutes of the meeting.

The Secretary gave shareholders the opportunity to ask questions regarding the minutes of meeting of the Annual General Meeting of Shareholders for the year 2024 on April 30, 2024. There are no questions were raised.

The Secretary proposed that the meeting consider and certify the minute of meeting of the Annual General Meeting of Shareholders for the year 2024 on April 30, 2024. This agenda requires the majority vote of shareholders attending the meeting and casting their votes.

Resolution: The meeting resolved to certify the minute of meeting of the Annual General Meeting of Shareholders for the year 2024 on April 30, with the following votes:

Shareholders entitled to vote	Number of votes (shares)	Percentage
Approved	965,481,674	100.0000
Disapproved	0	0.0000
Abstained	0	0.0000
Voided Ballot	0	0.0000
	965,481,674	100.0000

Agenda 2 To acknowledge the report on the Company's results of operations for the year 2024

The Chairman proposed that the meeting acknowledge the report on the Company's results of operations for the year 2024, summarized in the Company's 2024 Annual Report (Form 56-1 One Report), which had been delivered to shareholders in the form of a QR code together with the invitation of the meeting. The summary is as follows:"

Advanced medical and information technology

- Robotic Assisted Gait Training helps stroke patients and those who need to rehabilitate their movement to improve their walking and strength.
- Diagnosis of cardiac arrhythmias using a more comfortable wearable ECG monitoring device, which can transmit data back to the hospital in real time in case of any abnormalities.
- Hyperbaric Oxygen Therapy, which can be used in conjunction with other treatments to support the recovery of various conditions such as chronic diabetic wounds, sudden hearing loss, postoperative or accidental wounds, and more.
- The Dermatology and Laser Center has been upgraded to be more modern and comfortable by incorporating specialized dermatological technologies and equipment, such as micro-focused ultrasound for non-surgical skin tightening, and

pigment disorder treatments using a high-quality Pico-second laser. All procedures are performed using certified equipment by experienced specialists.

- Ramkhamhaeng Hospital's 4D Radiation Therapy Center, located at Ramkhamhaeng Hospital 2 on Ramkhamhaeng Road in the Rat Phatthana subdistrict which differs from conventional radiation therapy in that it can target radiation delivery in relation to tumor movement in areas that move with breathing, such as the chest and lungs. This limits the area of tissue exposed to radiation, reducing the risk to surrounding normal tissue and resulting in better long-term outcomes for patients who may experience side effects from radiation.
- RAM Health Application integrates data from multiple sources into a single platform, enabling comprehensive access to patient information during nursing and service processes. It facilitates communication that meets expectations, reduces redundancy, and supports personalized care.

Social Activities

- The Company organized the 2nd annual RAM Hero run to promote exercise for health, along with providing knowledge about health care and prevention. Additionally, the Company donated from the event's proceeds to the Prostheses Foundation of Her Royal Highness Princess Mother Srinagarindra.

New Logo and Slogan

- The Company has been committed to developing its services with warmth and expertise from a team of specialized physicians, along with the adoption of modern medical and information technology to meet the diverse and individual health needs of our patients. We also strive to provide the best possible treatment experience for our patients in today's era. To align with this vision, the hospital has changed its logo and slogan to "The Complete Expert, for Your Desired Health" to communicate our intention to develop comprehensive medical care with the expertise of our physicians and personnel in all fields. This is to meet the healthcare needs of everyone in a holistic manner including treatment, prevention, and health promotion.

Vibharam Hospital

- Vibharam (Phatthanakan) Hospital has opened a new 7-story building with 59 beds and 26 examination rooms, providing healthcare services for mothers and children, including postnatal care, newborn care, health screenings, and consultations for mothers and families. Additionally, a parking building with a capacity for 439 cars has been constructed.
- A new Social Security OPD has been opened on the 1st floor to accommodate Social Security patients with coverage.
- 3 Tesla MRI machine has been installed, providing clear and rapid internal body organ diagnostics.
- A new surgery center has been opened, offering laparoscopic bariatric surgery as a weight loss option for better health with smaller incisions, less pain, and faster recovery.
- Vibharam (Amata) Hospital has constructed a parking building with a capacity for 650 cars, expected to open in Q2/2025. The hospital will also offer nuclear medicine services, providing both diagnostic and therapeutic services.
- Vibharam (Laem Chabang) Hospital has built a parking building with a capacity for 222 cars, along with providing 24-hour emergency medicine services, covering UCEP (Universal Coverage for Emergency Patients).
- Vibharam (Pak Kret) Hospital has opened an OPD Premium clinic to serve cash-paying customers.
- Vibharam (Samut Prakan) Hospital has opened radiation therapy and chemotherapy services for patients with cash, social security, government agency insurance, health insurance, and corporate contracts.

The Chairman gave shareholders the opportunity to ask questions regarding the report on the Company's results of operations for the year 2024. There are no questions were raised.

The Secretary informed the meeting that this agenda is for acknowledgment; therefore, no voting is required.

Resolution: The meeting acknowledged the report on the Company's results of operations for the year 2024

Agenda 3 To consider and approve the Financial Statements for the year ended 31 December 2024 which have been audited by an authorized auditor

The Chairman assigned Mr. Surabot Visutimatakul, Chief Financial Officer, to propose that the meeting consider and approve the Financial Statements for the year ended 31 December 2024 which have been audited by an authorized auditor as follows:

In accordance with the Public Limited Companies Act B.E. 2535, as amended which prescribes that the Company has prepared the financial statements at the end of the Company's fiscal year which has been certified by the auditor prior to propose the shareholders' meeting for consideration and approval. The details are shown in the Company's 56-1 One report for the year 2024

The Audit Committee has considered and reviewed the Financial Statements as of December 31, 2024, which were audited and certified by the Company's certified auditor and deems it appropriate to propose the Board of Directors to propose the shareholders' meeting for consideration and approval.

the Board of Directors has deemed it appropriate to propose to the 2025 AGM to consider and approve the financial statements for the fiscal year ended December 31, 2024, which have been audited by the certified auditor and reviewed by the Audit Committee as accurate. Additionally, the company's board of directors has also approved the financial statements, which are summarized as follows:

(Unit: Baht)

Items	Consolidated Financial Statements	
	As of December 31, 2024	As of December 31, 2023 (Restated)
Total Assets	41,290,455,867	41,194,406,487
Total Liabilities	14,350,350,270	14,036,853,444
Total shareholders' equity	26,940,105,597	27,157,553,043
Total revenues	10,228,686,552	10,333,735,225
Profit from operating activities	1,255,713,468	1,313,905,395
Profit for the year	692,748,280	1,422,804,279
Earnings per share (baht/share)	0.61	1.29

The Secretary gave shareholders the opportunity to ask questions regarding Financial Statements for the year ended 31 December 2024 which have been audited by an authorized auditor. There are no questions were raised.

The Secretary proposed that the meeting consider and approve the Financial Statements for the year ended 31 December 2024 which have been audited by an authorized auditor. This agenda requires the majority vote of shareholders attending the meeting and casting their votes.

Resolution: The meeting resolved to approve the Financial Statements for the year ended 31 December 2024 which have been audited by an authorized auditor, with the following votes:

Shareholders entitled to vote	Number of votes (shares)	Percentage
Approved	965,541,879	100.0000
Disapproved	0	0.0000
Abstained	0	0.0000
Voided Ballot	0	0.0000
	965,541,879	100.0000

Agenda 4 To consider and approve the omission of the dividend payment and acknowledge the interim dividend payment

The Chairman assigned Mr. Surabot Visutimatakul, Chief Financial Officer, to propose that the meeting consider and approve the omission of the dividend payment and acknowledge the interim dividend payment as follows:

In accordance with the Public Limited Companies Act B.E. 2535, as amended which prescribes that the Company is required to allocate a portion of annual net profit as a reserve fund in the amount not less than 5 percent of the annual net profit less the accumulated loss thought forward (if any) until the reserved fund attains the amount not less than 10 percent of the Company's registered capital. The company has fully allocated the legal reserve as required by law, and therefore, there is no need to allocate additional reserves.

The Company has the policy of dividend payout of not less than 20% of net profit based on the separated financial statements. During the year 2024, the board of directors approved an interim dividend payment to shareholders, paid from retained earnings based on the financial performance of the company, according to the separate financial statements of Ramkhamhaeng Hospital Public Company Limited for the period from January 1, 2024, to September 30, 2024, at the rate of 0.40 Baht per share (par value 0.10 Baht), totaling a dividend of 480,000,000 Baht. The interim dividend paid to shareholders represents 40.9% of the net profit in the separate financial statements of the company ending September 30, 2024, in accordance with the company's dividend policy. Therefore, the company proposes to the shareholders' meeting for acknowledgment of the interim dividend payment of the Company that has already been paid or approved by the Board of Directors with details as follows:

- A. The first interim dividend payment at the rate of 0.20 baht per share (0.10 Baht par value), which was paid on 30 August 2024
- B. The second interim dividend payment at the rate of 0.15 baht per share (0.10 Baht par value), which was paid on 29 November 2024
- C. The third interim dividend payment at the rate of 0.05 baht per share (0.10 Baht par value), which was paid on 27 February 2025

However, due to the loss from the share of profit from associated companies in Q4/2024 and there are decreases in dividend income, the company must reserve cash flow for working capital and loan repayment. Additionally, an interim dividend has already been paid.

Therefore, the company deems it appropriate to propose to the 2025 AGM to consider and approve the omission of any additional dividend payments.

the Board of Directors has considered it is appropriate to propose to the shareholders' meeting to consider and approve the omission of the dividend payment for the year 2024 and to acknowledge the interim dividend payment for the period from January 1, 2024, to September 30, 2024, at the rate of 0.40 Baht per share. The meeting will also be informed of the interim dividend payment that has already been paid or approved by the board of directors with detailed above.

The dividends payment information compared to the previous year can be summarized as follows:

	2024	2023
Earnings per share (baht/share) from the separate financial statements	0.98	1.22
Dividends per share (baht/share) from the separate financial statements	0.40	0.90
Dividends Payout Ratio (%)	40.81	73.77

The Secretary gave shareholders the opportunity to ask questions regarding the omission of the dividend payment and acknowledge the interim dividend payment. There are no questions were raised.

The Secretary proposed that the meeting consider and approve the omission of the dividend payment and acknowledge the interim dividend payment. This agenda requires the majority vote of shareholders attending the meeting and casting their votes.

Resolution: The meeting resolved to approve the omission of the dividend payment and acknowledge the interim dividend payment, with the following votes:

Shareholders entitled to vote	Number of votes (shares)	Percentage
Approved	965,541,879	100.0000
Disapproved	0	0.0000
Abstained	0	0.0000
Voided Ballot	0	0.0000
	965,541,879	100.0000

Agenda 5 To consider and approve the election of directors who retired by rotation

The Chairman assigned the Secretary to propose that the meeting consider and approve the election of directors who retired by rotation as follows:

According to the law and the Company's articles of association stipulate that one-third (1/3) of the total number of directors shall be retired at every annual general meeting of shareholders. If the number of directors cannot be divided precisely into three parts, the

number of retired directors shall be as close to one-third as possible. The Company currently has 15 directors; in 2025, there will be 5 directors retired by rotation, as follows:

Director	Position
1. Dr. Somsri Pausawasdi (M.D.)	<ul style="list-style-type: none"> Independent Director and Member of Nomination and Remuneration Committee
2. Mr. Talit Chuen-Im	<ul style="list-style-type: none"> Director Member of Group Executive Committee and Member of Risk Management and Investment Committee
3. Dr. Jernpol Bhumitrakul (DDS.)	<ul style="list-style-type: none"> Director and Member of Group Executive Committee
4. Miss Tassawan Sirivongs	<ul style="list-style-type: none"> Director
5. Miss Cheryl Ang Yan Qi	<ul style="list-style-type: none"> Director

The Nomination and Remuneration Committee “NRC” (excluding the interested directors) has conducted the careful and diligent nomination process of qualified individuals, considering the qualifications required by law, the company's Articles of Association, and relevant requirements. Additionally, the process will consider the knowledge, capabilities, expertise, and experience suitable for the company’s business, as well as the overall diversity of the board's qualifications. The NRC is of the opinion that the directors who retired by rotation as listed above, possess full qualifications required under the company's nomination criteria and process. This is in accordance with the Public Limited Companies Act and the relevant regulations issued by the Capital Market Supervisory Board.

It is deemed appropriate for the meeting of the Board of Directors to consider proposing to the Annual General Meeting of Shareholders for the election of the company's directors as follows.

The Board of Directors excluding the interested directors, has carefully considered and approved recommendation of the Nomination and Remuneration Committee. Therefore, it is deemed appropriate to propose to the 2025 AGM to consider and approve the re-election of five (5) directors who retired by rotation, these directors are: 1) Dr. Somsri Pausawasdi (M.D.) 2) Mr. Talit Chuen-Im 3) Dr. Jernpol Bhumitrakul (DDS.) 4) Miss Tassawan

Sirivongs and 5) Miss Cheryl Ang Yan Qi, to continue serving as directors and members of subcommittees for another term

The Board of Director excluding directors with conflict of interest in the agenda has jointly considered and is of the view that Dr. Somsri Pausawasdi (M.D) possess the qualifications of Independent Directors as required by the relevant laws and in accordance with the prescribed qualifications of the Independent Directors of the Company and has full capacity to express their opinions independently.

Information of individuals nominated as the directors who retired by rotation has been provided to the shareholders together with the invitation appearing in Enclosure 5

The Secretary gave shareholders the opportunity to ask questions regarding the election of directors who retired by rotation. There are no questions were raised.

The Secretary proposed that the meeting consider and approve the election of directors who retired by rotation. This agenda requires the majority vote of shareholders attending the meeting and casting their votes.

The Secretary proposed that the meeting consider and approve the election of directors who retired by rotation on an individual basis, for reappointment to the position of the director and the subcommittee member in another term. This agenda requires the majority vote of shareholders attending the meeting and casting their votes.

5.1 Dr. Somsri Pausawasdi (M.D.) Independent Director and Member of Nomination and Remuneration Committee

Resolution: The meeting approved the reappointment of Dr. Somsri Pausawasdi (M.D.) as an independent director for another term, with the following vote results:

Shareholders entitled to vote	Number of votes (shares)	Percentage
Approved	964,315,499	99.8730
Disapproved	1,226,380	0.1270
Abstained	0	0.0000
Voided Ballot	0	0.0000
	965,541,879	100.0000

5.2 Mr. Talit Chuen-Im Director, Member of Group Executive Committee and Member of Risk Management and Investment Committee

Resolution: The meeting approved the reappointment of Mr. Talit Chuen-Im as a director for another term, with the following vote results:

Shareholders entitled to vote	Number of votes (shares)	Percentage
Approved	964,314,999	99.8729
Disapproved	1,226,880	0.1271
Abstained	0	0.0000
Voided Ballot	0	0.0000
	965,541,879	100.0000

5.3 Dr. Jernpol Bhumitrakul (DDS.) Director and Member of Group Executive Committee

Resolution: The meeting approved the reappointment of Dr. Jernpol Bhumitrakul (DDS.) as a director for another term, with the following vote results:

Shareholders entitled to vote	Number of votes (shares)	Percentage
Approved	964,315,499	99.8730
Disapproved	1,226,380	0.1270
Abstained	0	0.0000
Voided Ballot	0	0.0000
	965,541,879	100.0000

5.4 Miss Tassawan Sirivongs Director

Resolution: The meeting approved the reappointment of Miss Tassawan Sirivongs as a director for another term, with the following vote results:

Shareholders entitled to vote	Number of votes (shares)	Percentage
Approved	964,314,999	99.8729
Disapproved	1,226,880	0.1271
Abstained	0	0.0000
Voided Ballot	0	0.0000
	965,541,879	100.0000

5.5 Miss Cheryl Ang Yan Qi Director

Resolution: The meeting approved the reappointment of Miss Cheryl Ang Yan Qi as a director for another term, with the following vote results:

Shareholders entitled to vote	Number of votes (shares)	Percentage
Approved	964,314,999	99.8729
Disapproved	1,226,880	0.1271
Abstained	0	0.0000
Voided Ballot	0	0.0000
	965,541,879	100.0000

Agenda 6 To consider and approve the directors' remuneration for the year 2025

The Chairman assigned the Secretary to propose that the meeting consider and approve the directors' remuneration for the year 2025 as follows:

According to the law and the Company's articles of association stipulate that directors are entitled to receive remuneration in the form of salary, meeting allowances, allowances, and bonuses, based on the company's performance, responsibilities, and the performance of the board of directors. Therefore, it is deemed appropriate to propose to the shareholders' meeting for approval of the directors' remuneration for the year 2025, which has been decreased from the previous year, as follows:

	2024	2025 (Proposed)
Directors' remuneration	57,200,000 Baht	52,000,000 Baht

the Board of Directors has considered the recommendation of the Nomination and Remuneration Committee, which conducted a survey of director and sub-committee member's remuneration for the year 2025. The survey was based on the company's performance, responsibilities, and the performance of the board of directors. Therefore, it is deemed appropriate to propose to the shareholders' meeting for approval of the directors' remuneration for the year 2025, which has been decreased from the previous year.

The Secretary gave shareholders the opportunity to ask questions regarding the directors' remuneration for the year 2025. There are no questions were raised.

The Secretary proposed that the meeting consider and approve the directors' remuneration for the year 2025. This agenda requires the majority vote of shareholders attending the meeting and casting their votes.

Resolution: The meeting approved the directors' remuneration for the year 2025 in amount of Baht 52,000,000, with the following votes:

Shareholders entitled to vote	Number of votes (shares)	Percentage
Approved	965,541,379	99.9999
Disapproved	500	0.0001
Abstained	0	0.0000
Voided Ballot	0	0.0000
	965,541,879	100.0000

Agenda 7 To consider and approve the appointment of auditor and the audit fee for the year 2025

The Chairman assigned the Secretary to propose that the meeting consider and approve the appointment of auditor and the audit fee for the year 2025 as follows:

In accordance with the Public Limited Companies Act B.E. 2535, as amended which prescribes that at annual general meeting of shareholders shall appoint the auditor and determine the audit fee every year.

The Audit Committee has considered that auditors from Dharmniti Auditing Company Limited have all the qualifications as specified by the Securities and Exchange Commission (hereinafter referred to as "SEC") and perform their duties appropriately, as well as such audit company is reliable and is widely accepted and audit fee appropriate for the amount of work. Therefore, it is appropriate to propose appointing the auditors from the Dharmniti Auditing Company Limited for the Company, subsidiaries and associated companies of the Company for 2025.

The Board of Directors has considered and approved recommendation of the Audit Committee. Therefore, it is deemed appropriate to propose to the 2025 AGM to consider and approve the appointment of auditor and the audit fee for the year 2025, as follows:

1) To appoint Dharmniti Auditing Company Limited as the company's auditor, subsidiaries and associated companies of the Company for 2025, with one of their auditors to conduct the audit and certify the company's financial statements for the year 2025, or another auditor approved by the Securities and Exchange Commission (SEC). The company designates the following auditors to be responsible for the company's financial statements:

Name-Surname	Certified Public Accountant No.	Number of years as the Company's auditor
1. Miss Methavee Chanasongkram	12784	2023 - 2024
2. Mr. Peradate Pongsathiansak	4752	2015 - 2016, 2022
3. Mr. Thanawut Piboonsawat	6699	2010 - 2014
4. Mr. Suwat Maneekanoksakul	8134	-
5. Alisa Chumwisut	9393	-
6. Miss Thanyaphon Tangthanopajai	9169	-

The aforementioned audit company and 6 auditors have no relationship or conflict of interest with the Company, directors, executives or major shareholders of the Company or those related to the people mentioned above.

2) To approve the audit fee for 2025 in the amount of 1,935,000 baht (divided into the audit fee for 3 quarters equal to 900,000 baht and the annual equal to 1,035,000 baht).

(Unit: Baht)

Audit Fee	2024	2025 (Proposed)
1) Audit fee for the Annual Consolidated the Separate Financial Statements	1,000,000	1,035,000
2) Audit fee for 3 quarters (300,000 Baht / quarter)	900,000	900,000
Total	1,900,000	1,935,000

Resolution: The meeting approved the appointment of auditor and the audit fee for the year 2025, with the following votes:

Shareholders entitled to vote	Number of votes (shares)	Percentage
Approved	965,541,879	100.0000
Disapproved	0	0.0000
Abstained	0	0.0000
Voided Ballot	0	0.0000
	965,541,879	100.0000

Agenda 8 Other Matters (if any)

There are no shareholders proposed any additional agenda, the Secretary gave shareholders the opportunity to ask further questions. There are additional comments or inquiries, which can be summarized as follows:

1. Mr. Pongnakorn Thanopajaiyothin (Proxy)

- The company's core revenue comes from the medical services business. However, it was observed that the company has made significant investments in stocks (securities in the stock market). What criteria does the company use in making such investment decisions?

Dr. Rukkagee Kanjanapitak explained that the company's investments are categorized into two types of businesses: 1. Investments in the Company's core business, which is the hospital business; and 2. Other investments, which refer to investments in securities listed on the Stock Exchange.

The company has a Risk Management and Investment Committee responsible for screening investment opportunities and evaluating returns before proposing to the Board of Directors for consideration (as appropriate). The primary investment criteria for securities listed on the Stock Exchange include selecting stable businesses that pay consistent dividends, with dividend yields expected to exceed the Company's cost of capital.

Over the past 1–2 years, the Board of Directors has considered divesting investments in non-core businesses. This includes reassessing the sale of listed securities to enhance the Company's liquidity.

With respect to investments in the Company's core business, the Company evaluates returns not only in terms of dividends but also in terms of forming strategic alliances and expanding its business network.

- **Thai Investors Association encourages listed companies on the Stock Exchange of Thailand to hold shareholder meetings in a hybrid format—both on-site and online—to facilitate communication and interaction between shareholders, executives, and the board of directors through all convenient channels.**

Dr. Rukkagee Kanjanapitak explained that the suggestion will be taken into consideration for the next shareholders' meeting, as appropriate.

2. Miss Janenet Metaweewinit (Shareholder)

- **Thonburi Healthcare Group Public Company Limited (“THG”) has reported operating losses, which have impacted the company in proportion to its investment. Requested information regarding the plans for the improvement and development of THG.”**

Dr. Rukkagee Kanjanapitak explained that he subsidiaries contributing to the losses in THG's financial statements primarily consist of two main companies: 1. Thonburi Wellbeing Co., Ltd. (Jin Wellbeing County Project), and 2. Thonburi Bamrungmuang Hospital Co., Ltd.

The Board of Directors of THG has proposed improvement and development plans as follows:

1. Thonburi Wellbeing Co., Ltd. (Jin Wellbeing County Project): Due to the current challenges in condominium sales, the strategy may shift to leasing the units instead, along with reducing personnel costs to improve efficiency.
2. Thonburi Bamrungmuang Hospital Co., Ltd.: In the past, the focus was on specialized treatments and international patients (Medical Tourism). The current strategy may shift to general healthcare services and expand to domestic patients, with expectations of improved financial performance.

Furthermore, the planned additional investment in THG and the capital increase—subject to approval by the shareholders of both THG and RAM—will help reduce THG’s debt burden and interest expenses. THG’s Board of Directors may also consider restructuring or appointing new sub-committees to better support and enhance THG’s performance.

3. Anonymous shareholder

- **What are the strategic plans and goals of Thonburi Healthcare Group Public Company Limited (“THG”) for the parts of the business that are still performing effectively?**

Dr. Rukkagee Kanjanapitak explained that Thonburi 1 Hospital serves as THG’s flagship hospital and has demonstrated strong operating performance. In the future, THG plans to expand the number of hospital beds to enhance patient capacity, invest in modern medical equipment, and develop various specialized medical centers. Additionally, there will be increased collaboration, particularly in the joint procurement of medical instruments and equipment, to improve cost efficiency.

- **(RAM1 RAM2 RAM3) Strategies and goals of the company in the RAM group (RAM1, RAM2, RAM3)**

The Chairman explained that the hospital services are divided into two types: 1. General diseases, where patients seek services based on location and convenience of access and 2. Specialized diseases, which are more complex and require high expertise. In this case, patients choose services based on the knowledge, skills, and expertise of the medical team and the hospital. Ramkhamhaeng Hospital 1 (RAM 1) is considered a hospital that covers both types of services. The hospital has been operating for over 30 years and is located in a rapidly growing community area—surrounded by mass transit infrastructure, residential neighborhoods, and international schools.

The establishment of Ramkhamhaeng Hospital 2 (RAM 2) aims to accommodate the ongoing community expansion in the eastern part of Bangkok, which shows strong growth potential.

Ramkhamhaeng Hospital 3 is an investment undertaken through a joint venture, based on a land lease agreement with Rajamangala University of Technology Krungthep. However, the project has encountered issues related to land ownership rights, specifically overlapping public land areas. As a result, the Company has decided to suspend investment in this project.

The Company is currently focusing on enhancing the performance of its existing hospitals by increasing revenue and managing costs efficiently. In addition, the Company is prioritizing investments in hospitals that can generate immediate profitability, while deferring investments in new construction projects (Greenfield projects) in order to maximize long-term returns for shareholders.

■ **What is the strategy for RAM 1? Is it possible to increase the number of beds?**

The Chairman explained that Ramkhamhaeng Hospital 1 (RAM 1) has a registered capacity of 486 beds, with sufficient remaining capacity to accommodate more patients. Therefore, there are currently no plans to expand the number of beds. In contrast, Ramkhamhaeng Hospital 2 (RAM 2) has a higher registered bed capacity and will operate in phases, based on appropriateness, as factors such as personnel costs and depreciation expenses must be carefully considered.

For Inpatient (IPD) services are a key strength of the Company, while Outpatient (OPD) services continue to be maintained effectively.

Dr. Rukkagee Kanjanapitak explained that RAM 2 has been in operation for 2–3 years and is expected to generate net profit within the next two years, reflecting faster-than-expected growth.

■ **Does the Co-Payment model affect the company?**

The Chairman explained that this is a new policy from the insurance companies. In the past, the company has worked closely with insurance providers, focusing on patient care and claims processing. Currently, the situation remains uncertain, as most patients are still using their existing insurance policies. However, the company will continue to provide the same

level of care for patients, both in terms of medical treatment and claims processing.

No other matters were proposed for consideration. The Chairman then thanked the shareholders for attending the meeting and adjourned the meeting.

The meeting was adjourned at 11.00 A.M.

_____ - Signature - _____ Chairman of the meeting
(Dr. Pitchaya Somburanasin, M.D.)

_____ - Signature - _____ Company Secretary
(Miss Chanyawat Watthanaphongsaphat)