

Minutes of the Annual General Meeting of Shareholders for the Year 2026

Praram 9 Hospital Public Company Limited

Date, Time, and Venue of the Meeting

The meeting was held on Friday, April 24, 2026 at 15:00 hours via electronic meeting ("e-AGM") as the sole format, under the electronic meeting room name "Annual General Meeting of Shareholders for the Year 2026, Praram 9 Hospital." By law, the Company's head office was deemed the meeting venue, with the meeting being broadcast live from the Praram 9 Grand Hall, 5th Floor, Building A (Original Building), Praram 9 Hospital, No. 99 Rama 9 Road, Bangkapi Sub-district, Huai Khwang District, Bangkok.

Before the Meeting

Mr. Bhanapot Damapong, Chairman of the Board of Directors of Praram 9 Hospital Public Company Limited (the "Company" or the "Hospital"), served as Chairman of the Meeting (the "Chairman"), on behalf of all directors, expressed condolences on the passing of Mr. Chana Rungsaeng, former Chairman of the Board, and extended his sympathies to the Rungsaeng family.

Commencement of the Meeting

Mr. Bhanapot Damapong, Chairman of the Board of Directors, welcomed shareholders, proxy holders, and all distinguished guests to the Annual General Meeting of Shareholders for the Year 2026 (the "Meeting") of Praram 9 Hospital Public Company, and assigned Ms. Supattra Kongkaew to serve as the meeting moderator (the "Moderator").

The Moderator informed the Meeting that the Company engaged Inventech Systems (Thailand) Co., Ltd., or Inventech Connect to manage the electronic shareholders' meeting, which is a system that meets the standards and operates in compliance with the laws and regulations regarding electronic meetings, with systems approved under the criteria of the Ministry of Digital Economy and Society, including the use of Zoom Meeting and an electronic voting system (e-Voting System) provided by Inventech Connect, which has undergone a self-assessment of compliance with the standards of the Electronic Transactions Development Agency (ETDA). Shareholders and proxy holders may review the details on the Company's website at www.praram9.com under the Investor Relations section, sub-topic Shareholders' Meeting. Additionally, personal data protection for the Annual General Meeting of Shareholders for the Year 2026 is provided, and shareholders and proxy holders may review the details on the Company's website at www.praram9.com under the Investor Relations section, sub-topic Shareholders' Meeting.

The Moderator informed the Meeting that The Company currently has a registered capital of 800,000,000 Baht, with paid-up capital of 786,300,000 Baht at a par value of 1 Baht per share. As of the Record Date of March 10, 2026, there were 10,051 shareholders. At the commencement of the meeting, 11 shareholders had registered to attend electronically in person, representing a total of 1,083,004 shares, and 1,003 shareholders had registered to attend by proxy, representing a total of 490,994,670 shares, which included 82 shareholders attending by proxy through TSD's e-Proxy Voting system, representing a total of 54,828,016 shares. In total, 1,014 shareholders attended electronically in person and by proxy, representing a total of 492,077,674 shares, equivalent to 62.5814 percent of the total issued and outstanding shares of the Company, constituting a quorum as required by law and the Company's Articles of Association.

The Moderator then introduced the directors, executives, auditors, legal advisors, and vote inspectors, as well as the Company Secretary, as follows:

Directors Attending the Meeting

- | | | |
|----|---|--|
| 1) | Mr. Bhanapot Damapong | Chairman of the Board of Directors |
| 2) | Satian Pooprasert, M.D. | Vice Chairman, Member of Executive Committee, and Chief Executive Officer
(Top Management) |
| 3) | Mr. Attapol Sariddipuntawat | Director and Chairman of Executive Committee |
| 4) | Prasert Trairatvorakul, M.D. | Director and Member of Executive Committee |
| 5) | Mr. Kanit Patsaman | Independent Director, Chairman of Audit Committee, and Member of
Corporate Governance and Sustainable Development Committee |
| 6) | Mr. Piset Chiyasak | Independent Director, Chairman of Corporate Governance and Sustainable
Development Committee, Chairman of Nomination and Remuneration
Committee, and Member of Audit Committee |
| 7) | Mrs. Vilasinee Puddhikarant | Director, and Member of Nomination and Remuneration Committee |
| 8) | Dr. Tanai Charinsarn | Independent Director, Member of Executive Committee, and Member of
Corporate Governance and Sustainable Development Committee |
| 9) | Police Lieutenant General
Boriharn Siangarom | Director, Member of Audit Committee, and Member of Nomination and
Remuneration Committee |

Director Absent from the Meeting

- 1) Viroon Mavichak, M.D. Director and Member of Executive Committee (overseas mission).

Nine (9) directors attended this shareholders' meeting, representing 90 percent of the total number of directors.

Company Executives Attending the Meeting

- 1) Miss Kamaporn Thampipit Deputy Managing Director of the Accounting and Finance Division (CFO)
- 2) Wittaya Wanpen, M.D. Deputy Managing Director Business Development
- 3) North Techawathanawanna, M.D. Deputy Managing Director, Medical
- 4) Keeranuch Reowchotisakul ,M.D. Deputy Managing Director, Nursing and Medical Services
- 5) Miss Marisara Tanasaksiri Company Secretary

Legal Advisors / Vote Inspectors from Able & Primpton Law Office

- 1) Mrs. Pattarasupang Chalermnon Legal Advisors
- 2) Ms. Supitcha Supapan Vote Inspectors

Auditors and Representatives from EY Office Limited

- 1) Ms. Manee Rattanabunnakit
- 2) Mr. Samran Tangcham
- 3) Ms. Benyapa Suksamosorn

In addition, there was 1 proxy holder from the Thai Investors Association, namely Miss Chanathip Witthayakul.

The Company then played an audio clip explaining the details regarding the meeting procedures, voting methods for each agenda item, and the vote counting process, as follows:

1. The Meeting shall consider matters in the order of the agenda as set forth in the notice of meeting sent to all shareholders in advance of today's meeting.
2. Each shareholder has one vote per share. Any shareholder with a special interest in any matter shall not be entitled to vote on such matter.
3. Shareholders or proxy holders may not split their votes on each agenda item, except in the case of proxy holders of foreign investors who have appointed a custodian in Thailand as the share depository, using Proxy Form C, who may split their votes on each agenda item.
4. In the case where a shareholder has granted a proxy to attend the meeting on their behalf, the proxy holder has the right to consider and vote on behalf of the shareholder in all respects as deemed appropriate. The voting method shall be the same as that for shareholders attending the meeting in person.

5. If a shareholder has specified in advance in the proxy form how the proxy holder should vote on each agenda item, the proxy holder shall not cast additional votes during the meeting. The Company shall record the votes as specified by the shareholder in the proxy form.
6. For voting on each agenda item, the Moderator will open a voting period for meeting attendees to cast their votes as "Approve," "Disapprove," or "Abstain." Voting must be completed within the allotted time of 1 minute per agenda item, after which the voting period will be closed. If a meeting attendee does not cast a vote within the specified time, the attendee shall be deemed to have voted "Approve."
7. For Agenda Item 5, the consideration of the election of directors to replace those retiring by rotation, the Company shall propose that votes be cast for each nominated director individually.
8. The resolutions of the Meeting shall require the following votes:
 - Agenda Items 3, 4, 5, and 7 shall require a majority vote of the shareholders attending the meeting and casting their votes.
 - Agenda Item 6 shall require a vote of not less than two-thirds of the total votes of the shareholders attending the meeting.
 - In the event of a tie vote, the Chairman of the Meeting shall cast an additional deciding vote, in accordance with the Company's Articles of Association and the Public Limited Companies Act.
9. The Company shall count the votes and announce the voting results to the Meeting after the voting period for each agenda item has ended.
10. For asking questions, the Company will open a question and answer period. Shareholders may submit questions through 2 channels:
 - Meeting attendees may submit questions by pressing the "Question" button on the agenda item they wish to ask about, typing their question, and then pressing the "Submit Question" button; or
 - Meeting attendees may indicate their wish to ask questions in person via audio and video (VDO Conference) by pressing the "Ask via Audio and Video" button on the agenda item they wish to ask about, then pressing "Confirm" to reserve their place in the queue. When their turn arrives, the Company will call the attendee's name and request them to turn on their microphone and camera to ask the question in person.
 - The Company reserves the right to disconnect the audio and video of any shareholder who asks questions or expresses opinions in an inappropriate manner, defames others, violates any laws, infringes upon the rights of others, disrupts the meeting, or causes disturbance to other meeting attendees.
11. Shareholders or proxy holders are requested to use their real first and last names when logging into the system, or otherwise to state that they are a shareholder or proxy holder along with their first and last names before asking each question.

12. When expressing opinions or asking questions, please ensure they are relevant to the agenda item at hand and concise, in order to ensure an efficient meeting and not waste the collective meeting time.
13. Questions submitted in advance by shareholders or proxy holders prior to the meeting will be answered at the meeting only if related to agenda items. Questions that are not related or are suggestions will be addressed in an appendix to the minutes of the shareholders' meeting and disclosed through the SET's information dissemination system and on the Company's website within 14 days from the meeting date.
14. To maintain orderly proceedings, the Company reserves the right to manage questions or take any appropriate action. Any questions beyond those answered at the meeting will be addressed in the minutes of the shareholders' meeting.
15. For this shareholders' meeting, the Company has recorded the meeting proceedings in video format throughout, for publication on the Company's website for interested shareholders who were unable to attend the meeting.

The Chairman then commenced the meeting proceedings in accordance with the following agenda items:

Agenda 1 **Matters informed by the Chairman**

The Chairman informed the Meeting that, to promote good corporate governance and equitable treatment of all shareholders, the Company provided an opportunity for shareholders to propose agenda items during the period from October 1, 2025 to December 31, 2025. No shareholders proposed any additional agenda items.

Regarding questions related to the meeting agenda items, the Company accepted pre-submitted questions from October 1, 2025 to March 31, 2026. A representative from the Thai Investors Association submitted 2 questions in advance related to Agenda Item 2, which the Company would address when considering that agenda item.

For the Annual General Meeting of Shareholders for the Year 2026, the Company did not include an agenda item to approve the minutes of the Annual General Meeting of Shareholders for the Year 2025, as the Company had published such minutes to provide shareholders the opportunity to review and request amendments. The same practice will be followed in subsequent years.

This agenda item is for acknowledgment only; therefore, no voting was required.

The Meeting acknowledged the matters informed by the Chairman.

Agenda 2 **To acknowledge the Board of Directors' Report on the Company's performance for the year 2025**

For this agenda item, the Chairman assigned Satien Pooprasert, M.D., the Chief Executive Officer (the "CEO"), to summarize the Company's operating results and significant changes that occurred during the past year. The Chief Executive Officer reported that the Company had summarized its operating results and significant changes during the year 2025 in Form 56-1 One Report for the year 2025 in electronic format (e-One Report), which was sent to shareholders together with the notice of meeting in QR Code format. The following is a summary of the key operating results and significant developments in the year 2025:

Total Revenue and Profit for the Year 2025

- The Company had total revenue of 5,341 million Baht, an increase from 4,691 million Baht in the previous year, representing growth of 13.9 percent.
- The Company had a profit of 823 million Baht, an increase from 713 million Baht in the previous year, representing an increase of 15.4 percent, with a net profit margin of 15.4 percent of revenue.
- The net profit margin of 15.4 percent of total revenue increased from 15.2 percent in 2024 and 13.1 percent in 2023, reflecting that the growth came not only from revenue increases but also from cost management and operational efficiency improvements.
- In terms of revenue structure by nationality, the Company had continuous growth from international patients over 3 years. In 2025, revenue from international clients accounted for 26 percent, up from 17 percent in 2024 and 14 percent in 2023, while Thai patients remained the core base at 74 percent, serving as an important driver in the event of an economic slowdown.

Building and Medical Equipment Improvements in 2025

The Chief Executive Officer informed the Meeting that the Company continuously invests in building and equipment improvements to support long-term growth, with a focus on procuring advanced medical equipment and improving service areas to enhance capabilities and accommodate patients with increasingly complex conditions, in accordance with the Hospital's objectives, for example:

- The acquisition of a 3 Tesla MRI machine, which will enhance diagnostic capabilities for brain, neurological, muscular, and cardiac conditions, providing high-resolution imaging, increased accuracy, and the ability to accommodate patients with more complex conditions in the future.

- Renovation of the Rehabilitation Medicine Center to enhance patient experience and service quality, with an emphasis on modernization for more continuous service delivery, accommodating both pre- and post-operative rehabilitation as well as comprehensive recovery.
- Renovation of the Central Sterile Supply Department (CSSD), a critical area for infection control, to maintain international-level safety and sterilization standards and to accommodate the continuously increasing volume of surgeries.
- Renovation of the delivery room for improved comfort and enhanced safety systems for mothers and babies.
- Renovation of the LASIK surgery room, as both international and domestic clients require premium-level services. The renovated LASIK surgery room emphasizes cleanliness standards and the latest equipment.
- Robotic knee replacement surgery training center, which elevates the Hospital by creating a learning cycle, developing surgeons' capabilities, providing hands-on training opportunities, exchanging experience, and jointly developing treatment approaches. The target audience includes international surgeons, particularly from ASEAN countries, CLMV, Malaysia, and Indonesia, with plans for continuous year-round training. The training will build a long-term network for the Hospital among international patients and support referrals of complex cases to the Hospital. Robotic surgery technology helps increase precision, reduce tissue impact, decrease pain, and enable faster recovery.

Creating Shared Value (CSV) Activities

- Delivery of a mobile mammography vehicle to Tha Wung Hospital, Lopburi Province, to enhance access to breast cancer screening in communities, improve quality of life, and align with the Company's approach to promoting preventive healthcare and creating sustainable shared value for society.
- Additionally, high-definition laparoscopic surgery equipment was donated to Hat Yai Hospital and Yala Hospital to enhance surgical precision and strengthen medical service capabilities in the southern region.
- Healthcare for monks (Happy Monk Project) at Wat Praram 9 Kanchanaphisek, as monks are a group at risk for non-communicable diseases. The Company emphasizes continuous health screening and basic medical treatment, which has yielded positive results.

- Additionally, the Company has collaborative projects with trade partners and contractors for CPR (Cardiopulmonary Resuscitation) training and AED (Automated External Defibrillator) usage training for contractor groups, training executives, employees, and volunteers in relevant areas to enhance capabilities and emergency response.

Awards of Pride

Ms. Marisara Tanasaksiri, Company Secretary, was assigned to report to the Meeting on the topic of Awards of Pride. In 2025, the Company received awards in various categories as follows:

1. Honorary Awards from the IAA Awards for Listed Companies 2025 (Investment Analysts Association - IAA): 1. Outstanding CEO 2. Outstanding CFO 3. Outstanding IR
2. The Company was ranked in the Top 10 leading hospitals in Thailand for World's Best Hospitals 2025 by Newsweek in collaboration with Statista, reflecting high-quality healthcare services and patient-centered care.
3. 2025-2026 Thailand's Most Admired Company, ranked No.1 as the most admired organization of the year (the company with the most trusted image in the private hospital sector) by BrandAge magazine, reflecting the trust, confidence, and strong image of the Hospital.
4. The Company successfully renewed its membership certification in the Thai Private Sector Collective Action Against Corruption program, No. 1/2025, and further extended its commitment by inviting customers, business partners, and allies to cooperate and join the coalition with the Company in combating corruption on an ongoing basis. As a result, in 2025, two partner companies declared their intention to join the Thai Private Sector Collective Action Against Corruption (CAC), namely ANC International (Thailand) Co., Ltd. and Master Laundry Co., Ltd., which represents another positive step forward.
5. SET AWARDS 2025 for the 4th consecutive year (Commended Sustainability Awards and Outstanding Investor Relations Awards)
6. SET ESG Ratings assessment result at the AAA level, the highest rating, for the 4th consecutive year.
7. Corporate Governance Report (CGR) assessment result of "Excellent" (5 logos) for the 7th consecutive year, in the Top Quartile group.
8. AGM quality assessment for the year 2025 with a perfect score of 100 points for the 7th consecutive year, reflecting the safeguarding of shareholders' rights before, during, and after the shareholders' meeting.

The Board of Directors deemed it appropriate to report the Company's operating results for the year 2025 and the Board of Directors' report on the Company's operating results for the year 2025 as presented to the Meeting for shareholders' acknowledgment.

For this agenda item, there were 2 questions from Miss Chanathip Witthayakul, a volunteer shareholder rights advocate and proxy holder from the Thai Investors Association, as follows:

Miss Chanathip Witthayakul (100 Shares) 1. How will the transition to a full Digital Hospital in 2026 help reduce costs and increase profits most noticeably, and how does the Company plan to utilize AI (Artificial Intelligence) to provide personalized patient care in order to increase future revenue?

Wittaya Wanpen, M.D. Deputy Managing Director Business Development :

- Regarding the transition to a full Digital Hospital, the hospital has installed new HIS (Hospital Information System) and ERP (Enterprise Resource Planning) systems this year, which serve as the core systems of the hospital. This will help reduce costs by decreasing paper usage in medical record keeping, including blood test results and X-ray results, all of which will become fully paperless. In addition, prior to the system installation, the hospital has implemented Lean processes to eliminate redundant workflows, enabling more services to be delivered using the same level of resources.
- The hospital plans to implement AI. Currently, there are 2 AI systems being utilized to support hospital operations: one for service operations and one for medical purposes. On the service side, for example, AI is used to answer questions via the hospital's website and chatbot, allowing patients to receive convenient, fast, accurate, and personalized responses. This also includes the development of personalized health check packages, whereby patients can enter their own information to receive recommendations on the most suitable type of health check, leading to greater patient satisfaction and a potential increase in revenue. On the medical AI side, the hospital places the utmost importance on patient safety and has therefore announced a Medical AI Policy to prevent errors in AI usage. The hospital is currently piloting AI applications, such as using AI to assist in reading X-ray results and

recording medical histories. The use of AI will continue to be monitored and carefully tracked. In the future, AI will be used more extensively, including for personalized chemotherapy recommendations, which the hospital will need to ensure are reliable before actual implementation.

2. What measures does the hospital have in place to retain high-performing personnel, beyond salary adjustments, in response to the launch of new specialized medical centers by competitors in nearby areas?

Miss Khamaporn Thampiphit
Deputy Managing Director,
Accounting and Finance
Division

(Senior Executive
Responsible for Accounting
and Finance)

: The Hospital takes care of employees in 3 areas:

1. Employee Compensation: The hospital regularly conducts compensation surveys by professional category to ensure that the compensation rates paid by the hospital are reasonable and competitive.
2. Employee Welfare: Including medical treatment benefits, annual health check-ups, and mental health support. The hospital has established a program called "Talk to Me," which allows employees to consult on various issues, whether work-related or other sources of stress, by submitting their questions to psychotherapists or psychiatrists.
3. Enhancing Employee Capabilities: The hospital regularly conducts annual employee training sessions by professional category. In the current era, the hospital has also placed increased focus on developing employees' AI capabilities as an additional program to enhance overall employee competency.

The Moderator then provided an opportunity for shareholders and proxy holders to express opinions or ask questions by submitting questions or using the camera-microphone. After 1 minute had elapsed, no shareholders or proxy holders expressed opinions or asked questions on this agenda item.

This agenda item is for acknowledgment only; therefore, no voting was required.

The Meeting acknowledged the Board of Directors' report on the Company's operating results for the year 2025.

Agenda 3 **To consider and approve the statement of financial position and the statement of comprehensive income of the Company for the fiscal year ended 31 December 2025**

For this agenda item, the Chairman assigned Ms. Kamaporn Tumpipit, Deputy Managing Director of the Accounting and Finance Division, to present the details.

The Deputy Managing Director of Accounting and Finance informed the Meeting that, in compliance with the Public Limited Companies Act B.E. 2535 and the Company's Articles of Association, the Company has prepared the statement of financial position and statement of comprehensive income for the accounting period ending December 31, 2025, as presented in the 56-1 e-One Report for the year 2025 sent to shareholders together with the notice of meeting, which has been audited by the Company's certified public accountants, reviewed by the Audit Committee, and approved by the Board of Directors. The details appear in Enclosure 1 of the notice of meeting sent to shareholders. The Board of Directors and the Audit Committee have expressed their opinions in the "Report on the Board of Directors' Responsibility for Financial Reporting" and the "Report of the Audit Committee," which appear in the 56-1 e-One Report for the year 2025 sent to shareholders together with the notice of meeting in QR Code format. The key highlights are summarized as follows:

Summary of Key Financial Statement Highlights

From the statement of financial position as of December 31, 2025, the Company had total assets of 7,027.3 million Baht, an increase of 9.8%; total liabilities of 1,151.8 million Baht, an increase of 19.9%; and shareholders' equity of 5,875.5 million Baht, an increase of 8%.

From the statement of comprehensive income for the year ending December 31, 2025, total revenue was 5,341.4 million Baht, an increase of 13.9%, and total expenses were 4,518.7 million Baht, an increase of 13.6%.

Profit for the year ending December 31, 2025 was 822.7 million Baht, an increase of 15.4%. Total comprehensive income was 790.8 million Baht, an increase of 10.9%. Basic earnings per share for the year 2025 was 1.05 Baht per share, an increase of 15.4%.

The Moderator then provided an opportunity for shareholders and proxy holders to express opinions or ask questions by submitting questions or using the camera-microphone. After 1 minute had elapsed, no shareholders or proxy holders expressed opinions or asked questions on this agenda item.

The Moderator then proceeded with voting within 1 minute. Upon completion of the voting and vote counting, the Moderator summarized the Meeting's resolution as follows:

Resolution: The Meeting resolved to approve the statement of financial position and statement of comprehensive income of the Company (balance sheet and income statement) for the accounting period ending December 31, 2025, by a majority vote of the shareholders attending the meeting and casting their votes. The voting details are as follows:

Approve	494,061,174	vote(s)	Percentage	100.0000
Disapprove	0	vote(s)	Percentage	0.0000
Abstain	0	vote(s)	(not counted as votes)	-
Void Ballot	0	vote(s)	Percentage	0.0000

Agenda 4 **To consider and approve the 2025 annual dividend payment**

For this agenda item, the Chairman assigned the Deputy Managing Director of Accounting and Finance to present the details to the Meeting. The key points are summarized as follows:

The Company has a dividend policy to pay dividends to shareholders of not less than 40 percent of net profit after corporate income tax and all types of reserves as prescribed by law and the Company's Articles of Association. The said dividend payment may be subject to change depending on necessity and other appropriateness as the Board of Directors deems appropriate. The annual dividend payment must be approved by the shareholders' meeting, except for interim dividends, which the Board of Directors has the authority to approve and will report to the next shareholders' meeting. The Board of Directors will consider dividend payments taking into account various factors for the primary benefit of shareholders.

Based on the operating results for the year 2025, the Company's separate financial statements showed a net profit of 822,709,358.32 Baht. The Board of Directors therefore intends and deems it appropriate to pay a cash dividend to the Company's shareholders for the 2025 operating results at the rate of 0.50 Baht per share, representing 47.79 percent of the profit per the separate financial statements, which is in accordance with the Company's dividend policy.

The Board of Directors' Meeting No. 6/2025, held on November 7, 2025, resolved to approve the payment of an interim dividend to shareholders for the first half operating period from January 1, 2025 to June 30, 2025 at the rate of 0.20 Baht per share, totaling 157,260,000 Baht, paid on December 4, 2025.

The Board of Directors therefore deems it appropriate to pay an additional dividend for the second half operating period from July 1, 2025 to December 31, 2025 at the rate of 0.30 Baht per share, totaling 235,890,000 Baht.

The dividend shall be paid to shareholders entitled to receive dividends as appearing on the Record Date of May 5, 2026 (the XD date, or the date on which shareholders are not entitled to the dividend, is April 30, 2026), with the dividend payment scheduled for May 22, 2026.

The Company currently has accumulated legal reserves totaling 80,000,000 Baht, which is 10 percent of the registered capital. Therefore, no additional reserve allocation is required.

The Moderator then provided an opportunity for shareholders and proxy holders to express opinions or ask questions by submitting questions or using the camera-microphone. After 1 minute had elapsed, no shareholders or proxy holders expressed opinions or asked questions on this agenda item.

The Moderator then proceeded with voting within 1 minute. Upon completion of the voting and vote counting, the Moderator summarized the Meeting's resolution as follows:

Resolution: The Meeting resolved as follows:

- 1) Acknowledged the interim dividend payment to shareholders for the first half operating period from January 1, 2025 to June 30, 2025 at the rate of 0.20 Baht per share, which was paid on December 4, 2025.
- 2) Approved the dividend payment for the second half operating period from July 1, 2025 to December 31, 2025 at an additional rate of 0.30 Baht per share, to be paid to shareholders as appearing on the Record Date of May 5, 2026, with the dividend payment scheduled for May 22, 2026, making the total annual dividend for 2025 a cash dividend of 0.50 Baht per share as proposed, by a majority vote of the shareholders attending the meeting and casting their votes.

The voting details are as follows:

Approve	494,061,174	vote(s)	Percentage	100.0000
Disapprove	0	vote(s)	Percentage	0.0000
Abstain	0	vote(s)	(not counted as votes)	-
Void Ballot	0	vote(s)	Percentage	0.0000

Agenda 5 To consider and approve the appointment of directors to replace the directors retiring by rotation

For this agenda item, there are 3 directors who must retire by rotation at the Annual General Meeting of Shareholders for the Year 2026: 1. Mr. Bhanapot Damapong (Chairman) 2. Mr. Attapol Sariddipuntawat and 3. Mr. Piset Chiyasak. All 3 directors are considered interested parties and therefore temporarily left the electronic meeting room. The Chairman assigned Satien Pooprasert, M.D., in his capacity as Vice Chairman, to serve as temporary Chairman of the Meeting, and invited Pol. Lt. Gen. Boriharn Siengaram, in

his capacity as a member of the Nomination and Remuneration Committee, to present details of this agenda item to the meeting, as follows:

Pursuant to Section 71 of the Public Limited Companies Act B.E. 2535 and Article 17 of the Company's Articles of Association: "At each annual general meeting, one-third of the directors shall retire from office. If the number of directors cannot be divided evenly into three parts, the number closest to one-third shall retire. Directors who retire from office may be re-elected. In the first and second years following the company registration, the directors to retire shall be determined by drawing lots. In subsequent years, the director who has held office the longest shall retire."

At the Annual General Meeting of Shareholders for the Year 2026, the following 3 directors must retire by rotation:

1. Mr. Bhanapot Damapong
2. Mr. Attapol Sariddipuntawat
3. Mr. Piset Chiyasak

The Nomination and Remuneration Committee has considered the qualifications of the directors retiring by rotation at the Annual General Meeting of Shareholders for the Year 2026 and is of the opinion that all 3 retiring directors have complete qualifications, and the independent directors have appropriate qualifications and can provide independent opinions in accordance with relevant criteria. They are knowledgeable, capable, have contributed to the Company's benefit, and have a performance rating of "Excellent." They have experience and expertise beneficial to the Company's business operations in both the short and long term, have business ethics, and can devote sufficient time to perform their duties as directors by regularly attending Board of Directors' meetings and shareholders' meetings. Furthermore, having considered the Company's director nomination criteria and processes, the Committee is of the opinion that all 3 individuals have qualifications and no prohibited characteristics under the Public Limited Companies Act B.E. 2535 (as amended) and the Securities and Exchange Act B.E. 2535 (as amended) and relevant announcements. They have also undergone a thorough screening process by the Board of Directors, as detailed on page 5 of the notice of meeting in the Board of Directors' opinion section sent to shareholders. Therefore, it is deemed appropriate to propose to the Annual General Meeting of Shareholders for the Year 2026 the re-election of all 3 directors to serve another term.

Details regarding the Company's definition of independent directors, profiles, educational qualifications, experience, track records, shareholding proportions in the Company, directorships in other companies, and achievements during the past year for all 3 directors who are retiring by rotation and have been nominated for re-election for another term appear in Enclosures 2 and 3 sent to all shareholders together with the notice of meeting.

Prior to the meeting, the Company provided an opportunity for shareholders to nominate candidates for director election during the period from October 1, 2025 to December 31, 2025. However, no shareholders nominated any other candidates for director election.

The Moderator then provided an opportunity for shareholders and proxy holders to express opinions or ask questions by submitting questions or using the camera-microphone. After 1 minute had elapsed, no shareholders or proxy holders expressed opinions or asked questions on this agenda item.

The Moderator then proceeded with voting within 1 minute. Upon completion of the voting and vote counting, the Moderator summarized the Meeting's resolution as follows:

Resolution: The Meeting resolved to approve the election of the 3 directors retiring by rotation, namely:

1. Mr. Bhanapot Damapong
2. Mr. Attapol Sariddipuntawat
3. Mr. Piset Chiyasak

to be re-elected as directors for another term, by a majority vote of the shareholders attending the meeting and casting their votes. The individual voting details are as follows:

1. Mr. Bhanapot Damapong, Director

Approve	490,779,454	vote(s)	Percentage	99.5372
Disapprove	2,281,820	vote(s)	Percentage	0.4627
Abstain	1,000,000	vote(s)	(not counted as votes)	-
Void Ballot	0	vote(s)	Percentage	0.0000

2. Mr. Attapol Sariddipuntawat , Director

Approve	493,799,372	vote(s)	Percentage	99.9856
Disapprove	70,902	vote(s)	Percentage	0.0143
Abstain	200,000	vote(s)	(not counted as votes)	-
Void Ballot	0	vote(s)	Percentage	0.0000

3. Mr. Piset Chiyasak , Independent Director

Approve	488,852,928	vote(s)	Percentage	98.9440
Disapprove	5,217,346	vote(s)	Percentage	1.0559
Abstain	0	vote(s)	(not counted as votes)	-
Void Ballot	0	vote(s)	Percentage	0.0000

After the voting results of Agenda 5 were announced, the Chairman of the Meeting invited 3 directors to rejoin the Meeting via electronic device.

Agenda 6 **To consider and approve the determination of the remuneration of the directors for the year 2026**

The Chairman assigned Mr. Piset Chiyasak, Chairman of the Nomination and Remuneration Committee (the "Chairman of the Audit Committee"), to present the details of this agenda item to the Meeting.

The Chairman of the Nomination and Remuneration Committee informed the Meeting that the Board of Directors, through the screening of the Nomination and Remuneration Committee, has carefully considered the appropriateness of various factors, including the continuously growing operating results, the duties and responsibilities of the Board, the dedication and expected value from directors' performance, challenging business targets, comparison with companies of similar size in the same industry, and the meeting plans of each committee in the year 2026.

Therefore, the Board of Directors resolved to propose to the shareholders' meeting to determine the total remuneration for the Company's directors for the year 2026 at 4,500,000 Baht (an increase of 300,000 Baht from the previous year), comprising meeting allowances, other benefits including medical expenses/annual health checkup allowance of 20,000 Baht per person (except directors who serve as executives or Company employees who are not entitled to other benefits), and bonuses, with details as shown in the notice of meeting sent to all shareholders and as shown in the Presentation.

The Moderator then provided an opportunity for shareholders and proxy holders to express opinions or ask questions by submitting questions or using the camera-microphone. After 1 minute had elapsed, no shareholders or proxy holders expressed opinions or asked questions on this agenda item.

The Moderator then proceeded with voting within 1 minute. Upon completion of the voting and vote counting, the Moderator summarized the Meeting's resolution as follows:

Resolution: The Meeting resolved to approve the total remuneration and details of directors' and sub-committees' remuneration for the year 2026 at a total of 4,500,000 Baht, comprising meeting allowances, other benefits including medical expenses/annual health checkup allowance of 20,000 Baht per director (except directors who serve as executives or Company employees), and bonuses with details as follows:

Board Committee	Position	Meeting Allowance		Other benefits allowance		Bonus	
		2026 (Proposing Year)	2025	2026 (Proposing Year)	2025	2026 (Proposing Year)	2025
Board of Directors	Chairman	38,000	36,000	medical expense/ annual health checkup THB 20,000 per person (Except for directors who hold executive or employee positions in the Company)	Checkup Voucher THB 20,000 per person (Except for directors who hold executive or employee positions in the Company)	Payment from the remaining amount, after the Company has paid meeting allowances and other benefits allowance. (Allocated to all board members, without exception)	Payment from the remaining amount, after the Company has paid meeting allowances and other benefits allowance. (Except for directors who hold executive or employee positions in the Company)
	Director	26,000	25,000				
Audit Committee	Chairman	38,000	36,000				
	Director	26,000	25,000				
Nomination and Remuneration Committee	Chairman	38,000	36,000				
	Director	26,000	25,000				
Corporate Governance and Sustainable Development Committee	Chairman	38,000	36,000				
	Director	26,000	25,000				
Executive Committee	Chairman	16,000	15,000				
	Director	14,000	13,000				

Remark: (1) Directors received welfare according to Company regulations, which is in accordance with Article 22 of the Company's Articles of Association.
(2) Meeting allowances are determined according to the position and scope of responsibility.
(3) Executive Directors shall not receive meeting allowance of the Executive Committee Meetings.

After the meeting allowances have been paid to the Board of Directors and Board Committees for the year 2026, along with other benefits allowance as detailed above, and if there is a remaining amount, the Board of Directors proposed that the Shareholders consider and approve delegating authority to the Nomination and Remuneration Committee to allocate bonuses to directors (Allocated to all board members, without exception), independent directors, and sub-committees as they deem appropriate, provided that the total payment must not exceed the limit of 4,500,000 Baht as approved by the 2026 Annual General Meeting of Shareholders. Furthermore, the Board of Directors proposed that, upon approval by the Shareholders, the Company can continue paying directors' remuneration under the above criteria until otherwise resolved by the Shareholders by a vote of not less than two-thirds of the total votes of the shareholders attending the meeting. The voting details are as follows:

Approve	494,070,274	vote(s)	Percentage	100.0000
Disapprove	0	vote(s)	Percentage	0.0000
Abstain	0	vote(s)	Percentage	0.0000
Void Ballot	0	vote(s)	Percentage	0.0000

Agenda 7 **To consider and approve the appointment of auditors and to determine the auditor's remuneration for the year 2026**

The Chairman assigned Mr. Kanit Patsaman, Chairman of the Audit Committee, to present the details of this agenda item to the Meeting.

The Chairman of the Audit Committee informed the Meeting that, as the appointment of auditors and determination of audit fees must be approved by the shareholders' meeting, the Audit Committee has considered and selected the auditors for the year 2026 and proposes that the Board of Directors propose to the shareholders' meeting to appoint auditors from EY Office Limited, which is authorized by the Office of the Securities and Exchange Commission and is the Company's existing auditor, as the Company's auditor for the year 2026. Three auditors are proposed, each with the authority to act independently, as follows:

- | | |
|-----------------------------------|--|
| (1) Mr. Samran Taengcham | Certified Public Accountant No. 8021; or |
| (2) Ms. Kamontip Lertwitworatep | Certified Public Accountant No. 4377; or |
| (3) Mr. Somsak Chiratdhitiampyong | Certified Public Accountant No. 8874 |

Any one of the above auditors is designated to audit, review, and express opinions on the Company's financial statements. In the event that all 3 auditors are unable to perform their duties, EY Office Limited shall arrange for another qualified certified public accountant from the firm to audit and express opinions on the Company's financial statements. The audit fee for the year 2026 is set at 2,000,000 Baht (excluding expenses), which is the same as the year 2025. The details are as shown in the notice of meeting sent to shareholders, with comparative audit fee information from the previous year as follows:

(Units: Baht)

Auditor's Remuneration	2026 (Proposing Year)	2025	change increase / (decrease)	Percentage
Audit Fee	2,000,000	2,000,000	-	-
Other Service Fee	Nil	Nil	-	-

The 3 auditors are not shareholders of the Company, have no relationship with the Company, have no interests with the Company/executives/major shareholders or related persons, and do not provide consulting services to the Company. They are therefore independent in auditing and expressing opinions on the Company's financial statements. Brief profiles and remuneration of the auditors appear in Enclosure 4 sent to all shareholders together with the notice of meeting.

The auditors have not served for more than 7 years, whether consecutively or not. The proposed appointment of auditors and determination of audit fees for the year 2026 has been screened by the Audit Committee and deemed satisfactory in terms of performance, and the proposed audit fee is appropriate considering the knowledge, capabilities, and experience of the auditors.

The Moderator then provided an opportunity for shareholders and proxy holders to express opinions or ask questions by submitting questions or using the camera-microphone. After 1 minute had elapsed, no shareholders or proxy holders expressed opinions or asked questions on this agenda item.

The Moderator then proceeded with voting within 1 minute. Upon completion of the voting and vote counting, the Moderator summarized the Meeting's resolution as follows:

Resolution: The Meeting resolved as follows:

- (1) Mr. Samran Tangcham Certified Public Accountant No. 8021; or
- (2) Ms. Kamontip Lertwitworatep Certified Public Accountant No. 4377; or
- (3) Mr. Somsak Chiratdhitiamphyong Certified Public Accountant No. 8874;

Any one of the above auditors is designated to audit, review, and express opinions on the Company's financial statements. In the event that all 3 auditors are unable to perform their duties, the Board of Directors shall authorize EY Office Limited to arrange for another qualified certified public accountant to audit and express opinions on the Company's financial statements. The audit fee for the year 2026 is approved at 2,000,000 Baht (excluding expenses), by a majority vote of the shareholders attending the meeting and casting their votes. The voting details are as follows:

Approve	494,043,472	vote(s)	Percentage	99.9945
Disapprove	26,802	vote(s)	Percentage	0.0054
Abstain	0	vote(s)	(not counted as votes)	-
Void Ballot	0	vote(s)	Percentage	0.0000

Agenda 8 **Consideration of Other Matters (If Any)**

The Chairman informed that the Company had no additional agenda items beyond those specified in the notice of meeting, and that although the Company had provided an opportunity for shareholders to propose additional agenda items in advance, no shareholders had submitted any such proposals.

Nevertheless, shareholders retain the right under Section 105 of the Public Limited Companies Act B.E. 2535, whereby shareholders holding in aggregate not less than one-third of the total issued shares may request the meeting to consider matters beyond those specified in the notice of meeting. The Chairman

then provided an opportunity for shareholders and proxy holders to express opinions or ask additional questions by typing and submitting questions or by turning on their camera and microphone. After 1 minute had elapsed, there were shareholders who asked questions and expressed opinions, as follows:

- | | |
|---|--|
| Mr. Somdej Rakchart
Shareholder attending in person
(9,000 shares)
(2 Questions) | 1. Has the Company assessed how Co-payment health insurance may reduce hospital revenue and by what percentage? |
| Ms. Kamaporn Tumpipit,
Deputy Managing Director,
Accounting and Finance | :
Since the introduction of Co-payment health insurance around the end of March 2025, the Hospital launched marketing campaigns to support patients subject to Co-payment requirements. This strategy proved successful, as revenue from the insurance group in 2025 grew by 3% compared to 2024, reflecting alignment with the Company's Value for Money strategy. |
| Wittaya Wanpen, M.D.
Deputy Managing Director,
Business Development | 2. By what percentage are Middle Eastern patients expected to decrease this year, and what are the Company's contingency plans?

:
The Hospital has been closely monitoring Middle Eastern patient numbers and appointments. Both outpatient (OPD) and inpatient (IPD) volumes remain stable with a continued upward trend. Despite the current situation, the Hospital's medical team and staff continue to deliver excellent service, resulting in a steady increase in new patients through word-of-mouth referrals. The Hospital continues to closely monitor and track the situation, and has prepared telemedicine services for patients who experience difficulty traveling, enabling advance consultations with physicians to plan the best possible treatment prior to their arrival. Additionally, the Hospital is expanding into other international markets that are less affected by the current crisis, including neighboring countries such as Myanmar, Indonesia, and Australia, which represent new market segments the Hospital is actively developing. |

Mr. Anuchit Nimitkandee
Shareholder attending in person
(101 shares)
(6 Questions)

1. What have been the operating result trends over the past 4 months? To what extent has the Hospital been impacted by the Middle East situation, Co-payment, and tourism?

Wittaya Wanpen, M.D.
Deputy Managing Director,
Business Development

: During the past 4 months, which included the Ramadan period from approximately late February to March, Middle Eastern patient numbers showed no significant change compared to the previous year. Middle Eastern patients continued to seek treatment at the Hospital both as inpatients (IPD) and outpatients (OPD), with many IPD patients remaining at the Hospital for ongoing treatment and not yet having returned to their home countries. As for other medical tourism segments, some countries were affected, notably Cambodia due to the border situation and China where tourism may have slightly declined. The Co-payment matter has already been addressed in the preceding question.

2. What are the trends in ADC (Average Daily Census), Bed Utilization Rate, and Spending per Base? To what extent have they been impacted by the decrease in international patients?

Wittaya Wanpen, M.D.
Deputy Managing Director,
Business Development

: In terms of operations, the Average Daily Census (ADC) remains relatively stable, as the Hospital treats complex and high-acuity inpatient (IPD) cases, particularly kidney disease, heart disease, brain conditions, and orthopedic surgery. Major case groups continue to receive ongoing treatment at the Hospital. Based on data from the past year, Spending per Base has increased, consistent with the Company's strategy to focus increasingly on complex and difficult cases. This is because straightforward cases face growing limitations in terms of payment, Co-payment, and insurance coverage. The Hospital's strategic direction is therefore aimed at becoming a Super Tertiary Care hospital specializing in complex diseases, as presented by the Managing Director with respect to planning and equipment procurement.

3. Given the Company's high level of Cash in Hand, is there an opportunity to increase dividend payments to improve ROE and Dividend Yield during the current period of unfavorable Market Sentiment?

Ms. Kamaporn Tumpipit,
Deputy Managing Director,
Accounting and Finance

: The Company has established plans for long-term business growth, which require ongoing cash flow utilization. After allocating funds for future growth and investment, the remaining cash flow is considered for dividend payments, with the intention to increase dividends annually. For the remaining cash flow, the Company has planned its utilization across short-, medium-, and long-term horizons, with funds allocated across each portfolio invested to align with the overall investment plan.

4. Have Thai patient numbers decreased significantly given the current economic conditions?

Wittaya Wanpen, M.D.
Deputy Managing Director,
Business Development

: Based on data from the past 4 months, Thai patients continue to seek treatment consistently, particularly for complex diseases. Praram 9 Hospital's reputation is increasingly recognized, especially for kidney disease, heart disease, brain conditions, and various surgical procedures, resulting in Thai patient numbers remaining stable with no decrease. A slight decline has been observed only in the maternity and pediatrics segment, which may be attributed to lower birth rates and a reduction in influenza outbreaks. Nonetheless, patients with complex diseases continue to receive treatment at the Hospital on an ongoing basis.

5. What is the international patient strategy, and which countries will the Hospital focus on next?

Wittaya Wanpen, M.D.
Deputy Managing Director,
Business Development

: The strategy and management teams have identified Myanmar as a high-growth market. Praram 9 Hospital has established a strong and well-recognized reputation in Myanmar, with a number of ongoing cases involving kidney disease, heart disease, surgical procedures,

and various cancers. The team has developed a continuous strategy for managing Myanmar patients, with plans to actively pursue meeting arrangements, physician outreach and knowledge-sharing visits, as well as various online initiatives, all of which have yielded good results.

6. What are the Company's revenue and growth targets for this year, and which segments are expected to be the main contributors?

Ms. Kamaporn Tumpipit,
Deputy Managing Director,
Accounting and Finance

: Regarding revenue growth targets, given the current economic situation, revenue growth is expected to be at a moderate level. The Company had initially set a higher target; however, in light of the ongoing war situation, projections have been revised to enable appropriate resource allocation in line with expected revenue. The Company continues to focus on managing costs with maximum efficiency under the current circumstances.

As there were no additional opinions or questions from shareholders or proxy holders, the Chairman thanked the shareholders and adjourned the Annual General Meeting of Shareholders for the Year 2026 at approximately 16:35 hours.

At the time of adjournment, there were 17 shareholders attending the meeting electronically in person, representing a total of 1,145,604 shares, and 1,004 shareholders attending by proxy, which included proxy submissions via TSD's e-Proxy Voting system, representing a total of 492,924,670 shares. In total, shareholders attending the meeting electronically in person and by proxy at the time of adjournment numbered 1,021 persons, representing a total of 494,070,274 shares, equivalent to 62.8348 percent of the Company's total issued and sold shares of 786,300,000 shares.

Signed -Bhanapot Damapong-

(Mr. Bhanapot Damapong)

Chairman of the Board of Directors

Signed -Marisara Tanasaksiri-

(Ms. Marisara Tanasaksiri)

Minutes Recorder / Company Secretary