



ESG Performance Report for Listed Companies in 2025

Nakornthon Hospital Public Company Limited

Fiscal Year End 31 December 2025



Table of Contents

| | page |
|--|------|
| Environment | |
| Environmental management | 1 |
| Energy management | 4 |
| Water management | 8 |
| Waste management | 11 |
| Greenhouse gas management | 14 |
| Social | |
| Human rights | 18 |
| Fair labor practice | 25 |
| Responsibility to customers/ consumers | 38 |
| Responsibility to community/ society | 40 |
| Corporate Governance and Economy | |
| Corporate Governance Policy | 43 |
| Corporate Governance Structure | 50 |
| Performance Report on Corporate Governance | 85 |
| Corporate Sustainability Policy | 109 |
| Sustainability risk management | 116 |
| Sustainable supply chain management | 118 |
| Innovation development | 120 |

ESG Performance

Company Name : Nakornthon Hospital Public Company Limited Symbol : NKT

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

Environmental management

Information on environmental policy and guidelines

Environmental policy and guidelines

| | | |
|-------------------------------------|---|--|
| Environmental policy and guidelines | : | Yes |
| Environmental guidelines | : | Electricity management, Fuel management, Renewable/clean energy management, Water resources and water quality management, Waste management, Greenhouse gas and climate change management |

Energy Conservation Policy

Due to the current economic situation, the world is facing significant energy and environmental challenges, which have a major impact on the livelihoods of employees and the national economy. This aligns with the hospital's policy and strategy on reducing energy waste. The hospital recognizes that energy conservation is crucial and is the responsibility of every employee to continuously manage and maintain energy usage effectively.

Therefore, Nakhon Thon Hospital has established an energy conservation policy to guide energy management practices and promote the efficient use of energy for maximum benefit. The policy is as follows:

- 1.Nakhon Thon Hospital will implement and develop an appropriate energy management system, incorporating energy conservation as a part of the hospitals operations, in accordance with relevant laws and regulations.
- 2.The hospital will continuously improve the efficiency of energy resource usage within the organization, in line with the business, the technologies used, and best practices.
- 3.The hospital will set energy conservation plans and goals each year and communicate them clearly to all employees so they can understand and properly implement the policies.
- 4.The hospital considers energy conservation to be the responsibility of management and personnel at all levels, who are expected to cooperate in following the established measures, monitoring, and reporting to the energy management task force.
- 5.The hospital will provide necessary support, including personnel resources, budget, work time, training, and opportunities for involvement in providing feedback to improve energy-related work.
- 6.The management team and the energy management task force will review and update the policy, goals, and energy management plans annually.

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

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

| | | |
|---|---|------------------------|
| Review of environmental policies, guidelines, and/or goals over the past year | : | Yes |
| Changes in environmental policies, guidelines, and/or goals | : | Electricity management |

Nakornthon Hospital has established an energy conservation policy to serve as a guideline for its energy management operations and to promote efficient and optimal use of energy. The policy is outlined as follows:

1. Nakornthon Hospital will implement and continuously improve its energy management system appropriately, integrating energy conservation into its operations in compliance with applicable laws and other relevant requirements.
2. The Hospital will continuously improve the efficiency of energy resource utilization in a manner appropriate to its business, technologies used, and best practices.
3. The Hospital will set annual energy conservation plans and targets and communicate them to all employees to ensure proper understanding and effective implementation.
4. The Hospital considers energy conservation to be the responsibility of executives and personnel at all levels, who must cooperate in complying with established measures, monitoring performance, and reporting to the Energy Management Committee.
5. The Hospital will provide necessary support, including personnel, budget, working time, training, and opportunities for participation in providing suggestions to improve energy management.
6. The management and the Energy Management Committee will review and improve the energy policy, targets, and action plans annually.

Information on compliance with environmental management principles and standards

Compliance with environmental management principles and standards

Environmental management principles and standards : ISO 14001 - Environmental management systems

Compliance with energy management principles and standards

Energy management principles and standards : ISO 50001 Energy management

Compliance with water management principles and standards

Water management principles and standards : ISO 14046 - Environmental management Water footprint

Compliance with greenhouse gas or climate change management principles and standards

Greenhouse gas or climate change management : ISO 14064 - Greenhouse gases principles and standards

Information on other environmental management

Plans, performance, and outcomes related to other environmental management

Information on incidents related to legal violations or negative environmental impacts

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

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

Energy management

Disclosure boundary in energy management in the past years

| | | |
|--|---|---------|
| Boundary type | : | Company |
| Total number of disclosure boundaries | : | 3 |
| Actual number of disclosure boundaries | : | - |
| Data disclosure coverage (%) | : | 0.00 |

Information on energy management

Energy management plan

The company's energy management plan : Yes

Nakornthon Hospital has implemented its core strategy to install the Solar Carport Phase 3 project by 2025. This initiative aligns with its short-term target for 2026 to reduce electricity consumption (kWh) from conventional energy sources by 15%. The implementation plan includes the following:

The Solar Carport Phase 3 project will be carried out from August to December 2025, with approximately 3,000 square meters of installation area prepared to support the solar power generation system.

- Construction and installation of the car park roofing structure will be divided into four phases: Phase A, B, C, and D, to ensure systematic area management and step-by-step installation. The project progress and outcomes will be reported in the 2025 Sustainability Report.
- Installation of 1,152 solar panels (635 watts per panel), with a total installed capacity of 731.52 kilowatt-peak (kWp).
- System testing and commissioning, followed by the integration of solar-generated electricity into the hospital's electrical system.
- Development of a monitoring and performance evaluation plan to ensure that the generated electricity is utilized efficiently and achieves the defined targets.

Information on setting goals for managing energy

Setting goals for managing electricity and/or oil and fuel

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

Details of setting goals for electricity and/or fuel management

| Target(s) | Base year(s) | Target year(s) |
|-----------|--------------|----------------|
|-----------|--------------|----------------|

| Target(s) | Base year(s) | Target year(s) |
|---|--|---|
| Reduction of electricity purchased for consumption | 2025 : purchased electricity for consumption 6,552,000.00 Kilowatt-Hours | 2026 : Reduced by 15% or 982,800.00 Kilowatt-Hours |
| Reduction of electricity purchased and fuel consumption | 2022 : energy consumption 6,271,000.00 Kilowatt-Hours | 2023 : Reduced by 0.07% or 15,534.00 Kilowatt-Hours |

Information on performance and outcomes of energy management

Performance and outcomes of energy management

Performance and outcomes of energy management : Yes

Operational data shows that the percentage of electricity consumption from MEA decreased by 2.17% compared to the previous year, reflecting positive results from energy management measures and preparations for the Solar Rooftop project. Even though the total energy consumption (electricity and fuel) in 2025 is projected at 26,094,998 megajoules (MJ), increasing due to the expansion of medical services, the hospital continues to maintain overall energy efficiency.

Information on electricity management

Company's electricity consumption ^(*)

| | 2023 | 2024 | 2025 |
|--|--------------|--------------|--------------|
| Total electricity consumption within the organization (Kilowatt-Hours) | 6,871,349.00 | 7,057,461.00 | 6,908,022.00 |
| Electricity purchased for consumption from non-renewable energy sources (Kilowatt-Hours) | 6,501,000.00 | 6,698,000.00 | 6,552,000.00 |
| Electricity purchased or generated for consumption from renewable energy sources (Kilowatt-Hours) | 370,349.00 | 359,461.00 | 356,022.00 |
| Intensity ratio of total electricity consumption within the organization to total number of employees (Kilowatt-Hours / Person / Year) | 7,217.80 | 7,290.77 | 6,846.40 |

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

Electricity Consumption Intensity

| | 2023 | 2024 | 2025 |
|---|--------------|--------------|--------------|
| Intensity of total electricity consumption within the organization (Kilowatt-Hours / m ²) | 130.99511960 | 134.54315130 | 122.84203787 |

Electricity Expense ^(*)

| | 2023 | 2024 | 2025 |
|--|---------------|---------------|---------------|
| Total electricity expense (Baht) | 30,741,483.00 | 27,961,397.00 | 26,094,998.00 |
| Percentage of total electricity expense to total expenses (%) ^(**) | 1.83 | 1.62 | 1.48 |
| Percentage of total electricity expense to total revenues (%) ^(**) | 1.51 | 1.38 | 1.29 |
| Intensity ratio of total electricity expense to total number of employees (Baht / Person / Year) | 32,291.47 | 28,885.74 | 25,862.24 |

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

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

Information on fuel management

Company's fuel consumption

| | 2023 | 2024 | 2025 |
|-------------------|------|-----------|-----------|
| Diesel (Litres) | N/A | 17,456.37 | 15,266.00 |
| Gasoline (Litres) | N/A | 4,366.83 | 1,925.00 |

Additional explanation : Not include external fuel consumption

Company's fuel expense ^(*)

| | 2023 | 2024 | 2025 |
|---------------------------|------|------|------|
| Total fuel expense (Baht) | N/A | N/A | N/A |

| | 2023 | 2024 | 2025 |
|--|------|------|------|
| Percentage of total fuel expense to total expenses (%) ^(**) | N/A | N/A | N/A |
| Percentage of total fuel expense to total revenues (%) ^(**) | N/A | N/A | N/A |

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

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

Information on total energy management (electricity + fuel)

Energy Consumption

| | 2023 | 2024 | 2025 |
|---|------|------|----------|
| Total energy consumption within the organization (Megawatt-Hours) | 0.00 | 0.00 | 7,248.61 |

Energy Consumption Intensity

| | 2023 | 2024 | 2025 |
|---|------------|------------|--------------|
| Intensity ratio of total energy consumption within the organization to total revenues (Megawatt-Hours / Thousand Baht of total revenues) ^(*) | 0.00000000 | 0.00000000 | 0.00358589 |
| Intensity of total energy consumption within the organization (Megawatt-Hours / m ²) | N/A | N/A | 128.89855070 |

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

Water management

Disclosure boundary in water management over the past years

| | | |
|--|---|---------|
| Boundary type | : | Company |
| Total number of disclosure boundaries | : | 3 |
| Actual number of disclosure boundaries | : | - |
| Data disclosure coverage (%) | : | 0.00 |

Information on water management plan

Water management plan

The Company's water management plan : Yes

Operational Plan To enhance the efficiency of water management in accordance with environmental principles and sustainable business operations, Nakornthon Hospital has established an operational plan based on the following key strategies: Controlling the quantity and quality of wastewater from buildings and the wastewater treatment system to meet the standards of Building Type A.

- Perform daily maintenance on the wastewater treatment system to ensure optimal performance.
- Control the use and storage of chemicals used in the wastewater treatment system to ensure appropriate and safe levels.
- Monitor the quality of wastewater in the treatment system by an accredited external agency, covering 11 parameters as per the Pollution Control Department's Report Form TS.2.
- Conduct re-inspections and improve the system if the initial inspection results fail to meet the criteria, and follow up on the results after the necessary corrections are made.
- Prepare a wastewater treatment system performance report and submit it to the regulatory agency within the specified timeframe.

Information on setting goals for water management

Setting goals for water management

Does the company set goals for water management : Yes

Details of setting goals for water management

| Target(s) | Base year(s) | Target year(s) |
|-------------------------------|---|---|
| Reduction of water withdrawal | 2024 : Water withdrawal 91,163.00 Cubic meters | 2025 : Reduced by 87,557.00 Cubic meters |

Information on performance and outcomes of water management

Performance and outcomes of water management

Performance and outcomes of water management : Yes

The Company places the highest importance on efficient water resource management and environmental responsibility to support eco-friendly healthcare services and align with sustainable development principles. It emphasizes the prudent use of water resources alongside strict wastewater treatment in compliance with Type A building standards. Over the past three years (2023-2025), the Company's water consumption has shown a continuous downward trend. In 2023, total water usage was 96,336 cubic meters, decreasing to 90,163 cubic meters in 2024, and further declining to 87,557 cubic meters in 2025. This achievement is the result of implementing water conservation measures within the hospital and consistently monitoring resource utilization to maximize efficiency and minimize tangible environmental impacts. Regarding wastewater management, the hospital conducts daily maintenance of its wastewater treatment system to ensure optimal performance. The use and storage of related chemicals are strictly controlled to ensure safety. Currently, the hospital treats 80% of its total wastewater volume prior to discharge.

In addition, wastewater quality is tested by an accredited external agency, covering 11 parameters in accordance with the TorSor.2 reporting form issued by the Pollution Control Department. Over the past three years, the hospital has achieved 100% compliance with wastewater quality standards. This performance demonstrates the Company's strong commitment to preventing the discharge of wastewater exceeding regulatory standards into the environment and surrounding communities.

Information on water management

Water withdrawal by source

| | 2023 | 2024 | 2025 |
|---|-----------|-----------|-----------|
| Total water withdrawal (Cubic meters) | 96,336.00 | 90,163.00 | 87,557.00 |
| Intensity ratio of total water withdrawal to total number of employees (Cubic meters / Person / Year) | 101.19 | 93.14 | 86.78 |
| Intensity ratio of total water withdrawal to total revenues (Cubic meters / Thousand Baht of total revenues) ^(*) | 0.05 | 0.04 | 0.04 |

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

Water discharge by destinations

| | 2023 | 2024 | 2025 |
|--------------------------------------|-------|-------|-------|
| Percentage of treated wastewater (%) | 80.00 | 80.00 | 80.00 |

| | 2023 | 2024 | 2025 |
|--|-----------|-----------|-----------|
| Total wastewater discharge (cubic meters) | 77,068.00 | 72,130.00 | 70,045.00 |

Water consumption

| | 2023 | 2024 | 2025 |
|--|-----------|-----------|-----------|
| Total water consumption (Cubic meters) | 19,268.00 | 18,033.00 | 17,512.00 |

Water Consumption Intensity

| | 2023 | 2024 | 2025 |
|--|------------|------------|------------|
| Intensity ratio of total water consumption to total revenues (Cubic meters / Thousand Baht of total revenues) ^(*) | 0.00945954 | 0.00892520 | 0.00866319 |
| Intensity of total water consumption (Cubic meters / m ²) | 0.34263359 | 0.32067217 | 0.31140748 |

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

Water withdrawal expenses

| | 2023 | 2024 | 2025 |
|---|--------------|--------------|--------------|
| Total water withdrawal expense (Baht) | 1,652,389.00 | 1,546,817.00 | 1,502,315.00 |
| Percentage of total water withdrawal expense to total expenses (%) ^(*) | 0.10 | 0.09 | 0.09 |
| Percentage of total water withdrawal expense to total revenues (%) ^(*) | 0.08 | 0.08 | 0.07 |
| Intensity ratio of total water withdrawal expense to total number of employees (Baht / Person / Year) | 1,735.70 | 1,597.95 | 1,488.91 |

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

Waste management

Disclosure boundary in waste management over the past years

| | |
|--|-----------|
| Boundary type | : Company |
| Total number of disclosure boundaries | : 3 |
| Actual number of disclosure boundaries | : - |
| Data disclosure coverage (%) | : 0.00 |

Information on waste management plan

Waste management plan

The company's waste management plan : Yes

Nakornthon Hospital has established waste and waste management guidelines in alignment with its core strategy: *Raising awareness among employees and business partners to promote proper segregation and management of infectious and general waste.*

The Hospital focuses on reducing waste at the source and improving waste management processes to ensure efficiency in accordance with environmental standards. The implementation plan includes the following:

- Conduct study visits and provide training to employees to enhance their understanding of proper waste segregation and management in compliance with the requirements of the Department of Health and environmental laws.
- Organize internal awareness campaigns and encourage employee participation in systematic waste reduction and segregation.
- Review the overall hospital waste management process, covering waste generation points, segregation, transportation, and final disposal, to ensure that all procedures comply with safety and regulatory standards.
- Standardize waste management procedures across all hospital areas to enable consistent monitoring and continuous performance tracking.
- Conduct regular monitoring and evaluation of waste management performance and report the results to the Executive Committee.

Information on setting goals for waste management

Setting goals for waste management

Does the company set goals for waste management : Yes

Details of setting goals for waste management

| Target(s) | Base year(s) | Target year(s) | Waste management methods |
|---|---|---|--------------------------|
| Increase of waste recovery Waste type: Non-hazardous waste | 2025 : non-hazardous waste 280,586.02 Kilograms / Room | 2026 : Increased by 15.00 Kilograms / Room | - |

Information on performance and outcomes of waste management

Performance and outcomes of waste management

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

The Company places strong emphasis on efficient waste and waste management in accordance with the 3Rs principles (Reduce, Reuse, Recycle) to sustainably minimize environmental and community impacts.

Over the past three years (2023-2025), the Hospital has continuously and significantly reduced its total waste volume. In 2023, total waste generation amounted to 375,611.99 kilograms, which decreased to 280,586.02 kilograms by 2025. This achievement reflects the effectiveness of waste segregation at source and the implementation of the strategy to raise awareness among employees and business partners regarding proper segregation and management of infectious and general waste, with a focus on reducing waste at its origin.

In terms of infectious waste management, the Hospital successfully controlled the average infectious waste generation per inpatient per day (IPD) in 2025 at 1.29 kilograms, achieving its target of not exceeding 1.5 kilograms per day. The total volume of infectious waste consisted of 1,502 kilograms of sharps waste and 95,758 kilograms of non-sharp infectious waste. The Company's waste management process covers the entire chain from the point of generation, segregation, and transportation to final disposal ensuring compliance with safety standards and strict adherence to environmental regulations.

For organic and food waste management, the Hospital implements a segregation process to repurpose food waste as animal feed. A total of 22,433 kilograms of leftover food was collected and distributed for animal feed, supporting the achievement of the Zero Food Waste to Landfill goal. Throughout the three-year period (2023-2025), the amount of food waste sent to landfill or incineration has consistently remained at zero.

Information on waste management

Waste Generation^(*)

| | 2023 | 2024 | 2025 |
|--|------------|------------|------------|
| Total waste generated (Kilograms) | 316,434.00 | 275,492.00 | 217,829.40 |
| Total non-hazardous waste (kilograms) | 186,350.00 | 167,021.00 | 110,549.00 |
| Non-hazardous waste - Landfilling (Kilograms) | 186,350.00 | 167,021.00 | 110,549.00 |
| Total hazardous waste (kilograms) | 130,084.00 | 108,471.00 | 107,280.40 |
| Hazardous waste - Landfilling (Kilograms) | 1,320.00 | 2,078.00 | 2,313.40 |
| Hazardous waste - Incineration without energy recovery (Kilograms) | 128,764.00 | 106,393.00 | 104,967.00 |

| | 2023 | 2024 | 2025 |
|--|------|------|------|
| Intensity ratio of total waste generated to total revenues (Kilograms / Thousand Baht of total revenues) ^(**) | 0.16 | 0.14 | 0.11 |
| Intensity ratio of total non-hazardous waste to total revenues (Kilograms / Thousand Baht of total revenues) ^(**) | 0.09 | 0.08 | 0.05 |
| Intensity ratio of total hazardous waste to total revenues (Kilograms / Thousand Baht of total revenues) ^(**) | 0.06 | 0.05 | 0.05 |

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

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

Waste reuse and recycling

| | 2023 | 2024 | 2025 |
|--|-----------|-----------|-----------|
| Total reused/recycled waste (Kilograms) | 46,463.65 | 49,137.31 | 39,777.68 |
| Reused/Recycled non-hazardous waste (Kilograms) | 46,463.65 | 49,137.31 | 39,777.68 |
| Recycled non-hazardous waste (Kilograms) | 46,463.65 | 49,137.31 | 39,777.68 |
| Percentage of total reused/recycled waste to total waste generated (%) | 14.68 | 17.84 | 18.26 |
| Percentage of reused/recycled non-hazardous waste to non-hazardous waste (%) | 24.93 | 29.42 | 35.98 |

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

Greenhouse gas management

Disclosure boundary in greenhouse gas management over the past years

| | | |
|--|---|---------|
| Boundary type | : | Company |
| Total number of disclosure boundaries | : | 3 |
| Actual number of disclosure boundaries | : | - |
| Data disclosure coverage (%) | : | 0.00 |

Information on greenhouse gas management plan

Greenhouse gas management plan

The company's greenhouse gas management plan : Yes

To support the reduction of greenhouse gas emissions and increase the use of clean energy, **(Nakornthon Hospital)** has implemented its strategy to install a rooftop solar power system (Solar Carport: Phase 3). This initiative is a key driver in advancing the organization toward its target of reducing Scope 2 greenhouse gas emissions by 15% by 2026. The implementation approach includes the following:

- Implementing the Solar Carport Phase 3 project from August to December 2025 to increase the proportion of electricity generated from clean energy sources.
- Installing 1,152 solar panels (635 watts per panel), with a total installed capacity of 731.52 kilowatt-peak (kWp) for on-site electricity consumption within the hospital.
- Conducting system testing and commissioning, followed by integrating solar-generated electricity into the hospital's electrical system to replace electricity purchased from conventional sources (MEA).
- Continuously monitoring system performance to evaluate electricity generation efficiency and the reduction of Scope 2 greenhouse gas emissions, with annual performance results reported accordingly.

Information on setting greenhouse gas emission goals

Setting greenhouse gas emission goals

Does the company set greenhouse gas management : Yes
goals

Company's existing targets : Setting other greenhouse gas reduction targets

Setting other greenhouse gas reduction targets

Details of setting other greenhouse gas reduction targets

| Greenhouse gas emission scope | Base year(s) | Short-term target year | Long-term target year |
|-------------------------------|--|---|---|
| Scope 2 | 2025 : Greenhouse gas emissions 571.20 tCO ₂ e / Performance compared to the base year (Category 2) | 2026 : Reduced by 10% / Performance compared to the base year (Category 2) in comparison to the base year | 2028 : Reduced by 15% / Performance compared to the base year (Category 2) in comparison to the base year |

Information on performance and outcomes of greenhouse gas management

Performance and outcomes of greenhouse gas management

Performance and outcomes of greenhouse gas management : Yes

In 2025, Nakornthon Hospital prepared its organizational greenhouse gas inventory in accordance with ISO 14064-1, covering both direct and indirect greenhouse gas emissions. The data was verified by an independent third party and certified in compliance with ISO 14064-1 to ensure accuracy, transparency, and alignment with international standards. Nakornthon Hospital reported a Carbon Intensity for Category 1 and 2 emissions of 1.8721 tonnes of carbon dioxide equivalent per million baht of revenue, and a Carbon Intensity for Scope 1, 2, and 3 emissions of 2.3269 tonnes of carbon dioxide equivalent per million baht of revenue. The total revenue for 2025 was 2,034 million baht. The emission structure shows that Scope 2 emissions, which refer to purchased electricity, account for the largest proportion of total emissions. This is consistent with the hospitals operational nature, which requires continuous electricity consumption twenty-four hours a day. To address this, the Hospital implemented the Solar Rooftop Phase 3 project, installing 1,152 solar panels with a total installed capacity of 731.52 kilowatt peak. The project aims to increase the share of clean energy and support measurable reductions in Scope 2 greenhouse gas emissions. This initiative reflects Nakornthon Hospitals commitment to systematic carbon management in line with international standards and its dedication to driving sustainable organizational growth.

Information on greenhouse gas management

The company's greenhouse gas emissions

| | 2023 | 2024 | 2025 |
|---|------|------|----------|
| Total GHG emissions (Metrics tonne of carbon dioxide equivalents) | 0.00 | 0.00 | 4,733.00 |

| | 2023 | 2024 | 2025 |
|---|------|------|----------|
| Total greenhouse gas emissions - Scope 1 (Metric tonnes of carbon dioxide equivalent) | N/A | N/A | 890.00 |
| Total greenhouse gas emissions - Scope 2 (Metric tonnes of carbon dioxide equivalent) | N/A | N/A | 2,918.00 |
| Total greenhouse gas emissions - Scope 3 (Metric tonnes of carbon dioxide equivalent) | N/A | N/A | 925.00 |

Greenhouse Gas Emissions Intensity

| | 2023 | 2024 | 2025 |
|--|----------|----------|----------|
| Intensity ratio of total GHG emissions to total revenues (Metric tonnes of carbon dioxide equivalent / Thousand Baht of total revenues) ^(*) | 0.000000 | 0.000000 | 0.002341 |
| Intensity ratio of total GHG emissions to total number of employees (Metric tonnes of carbon dioxide equivalent / Person) | 0.00 | 0.00 | 4.69 |

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

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

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

Verification of the company's greenhouse gas emissions : Yes

List of greenhouse gas verifier entity : Management System Certification Institute (Thailand) : MASCI

Reference file for the greenhouse-gas verifier entity. : <https://esgmedia-setlink.setgroup.or.th/report/1999/2025/1772416142690.jpg>

Information on reduction and absorption of greenhouse gas

Reduction of Greenhouse Gas

| | 2023 | 2024 | 2025 |
|--|------|------|------|
| Total reduced GHG (Metric tonnes of carbon dioxide equivalent) | 0.00 | 0.00 | 0.00 |

Absorption and removal of Greenhouse Gas

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

Remarks - This document is automatically generated based on information processed as received from the listed company on as is basis. The Stock Exchange of Thailand (SET) does not make any representations regarding accuracy, completeness, appropriateness, recency or reliability of the information contained in this document, nor does it make any guarantee of a result of the use of the information contained in this document. In no event shall SET be responsible for any loss or damage resulting from the use of this document or the information contained herein.

ESG Performance

Company Name : Nakornthon Hospital Public Company Limited Symbol : NKT

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

Human rights

Information on social and human rights policies and guidelines

Social and human rights policy and guidelines

Social and human rights policy and guidelines : Yes

Social and human rights guidelines : Employee Rights, Safety and occupational health at work, Non-discrimination, Supplier rights

Social and Human Rights Policy : Employee Rights

The Company is committed to respecting and protecting employees rights in accordance with internationally recognized human rights principles, applicable labor laws, and the Companys Code of Conduct.

Key practices include:

1. Fair and Non-Discriminatory Employment

Employment practices are based on equality, fairness, and respect for human dignity, without discrimination based on gender, age, nationality, religion, or political views.

2. Competitive Compensation and Benefits

The Company provides fair and competitive compensation and benefits aligned with industry standards and legal requirements, with regular reviews.

3. Working Hours and Rest Periods

Working hours, leave, and holidays comply with labor laws, while promoting work-life balance and reducing fatigue-related risks.

4. Occupational Health and Safety

The Company ensures a safe and healthy working environment, with continuous safety measures and risk prevention programs.

5. Freedom of Expression and Grievance Mechanism

Employees are encouraged to express opinions and raise concerns through established channels, with whistleblower protection and non-retaliation measures.

6. Training and Career Development

The Company supports continuous learning, skill development, and career advancement opportunities.

Social and Human Rights Practices: Employee Rights

Nakhonthon Hospital Public Company Limited (the Company) recognizes that employees are a valuable resource and a key driver of sustainable business growth. The Company is committed to conducting its business with respect for human rights and labor rights in accordance with internationally recognized standards, including the United Nations Guiding Principles on Business and Human Rights (UNGPs), the International Labour Organization (ILO), and applicable Thai labor laws. The Company has established the following practices regarding employee rights:

1. Equal Treatment and Non-Discrimination

The Company promotes diversity and inclusion (Diversity & Inclusion) and ensures fair and equal treatment of all employees without discrimination based on gender, age, race, religion, disability, marital status, or political opinion.

- Implements an Equal Opportunity policy in recruitment, promotion, and performance evaluation
- Establishes complaint handling mechanisms for harassment and discrimination (Harassment & Discrimination)
- Promotes a safe working environment that respects human dignity

2. Fair Compensation and Benefits

The Company ensures that employee compensation is fair, transparent, and competitive within the industry, taking into account performance, capability, and job responsibilities.

- Establishes a structured salary framework (Salary Structure) and salary ranges (Salary Range)
- Conducts annual compensation reviews based on performance and market benchmarking
- Provides appropriate employee benefits, such as:
 - Healthcare and medical benefits
 - Provident Fund (PVD)
 - Financial assistance in special cases
- Complies with labor laws regarding wages, overtime pay, and working hours

3. Employee Training and Development

The Company emphasizes continuous employee development to support organizational growth and enhance the quality of healthcare services.

- Develops an annual Training and Development Plan
- Supports both clinical competency and soft skills development
- Encourages continuous learning (Continuous Learning)
- Implements Career Development and Succession Planning for key positions

4. Employee Engagement and Participation

The Company promotes strong relationships and engagement among employees (Employee Engagement) to foster a positive organizational culture.

- Conducts Employee Engagement Surveys and implements improvement initiatives
- Organizes internal activities such as Team Building, CSR, and Health Promotion
- Provides transparent communication channels, such as Town Hall meetings, Line Official, and Intranet
- Encourages employee feedback and participation in organizational development

5. Freedom of Association and Collective Bargaining

The Company respects employees rights to freedom of association and collective bargaining in accordance with applicable laws.

- Does not interfere with employees rights to form or join labor unions
- Promotes constructive labor relations between employers and employees
- Provides communication channels between management and employee representatives
- Complies with labor laws and relevant labor relations standards

6. Occupational Health, Safety, and Working Environment

The Company prioritizes employee health, safety, and well-being in the workplace.

- Implements occupational health and safety systems (Occupational Health & Safety)
- Assesses workplace risks, such as needle stick injuries and infection control
- Establishes preventive measures against workplace accidents and illnesses
- Promotes work-life balance and employee well-being

7. Grievance Mechanism and Remediation

The Company provides secure, transparent, and confidential grievance mechanisms.

- Provides multiple reporting channels, such as HR, whistleblowing, and anonymous channels
- Establishes committees to investigate complaints
- Ensures protection for whistleblowers (Non-retaliation)
- Provides fair and appropriate remediation measures

The Company is committed to continuously conducting its business with respect for employee rights and human rights, while improving its human resource management practices in alignment with international standards. This ensures fairness, transparency, and sustainability, and fosters a positive organizational culture in the long term.

Occupational Health and Safety Policy

Nakhonthon Hospital Public Company Limited is committed to ensuring the safety, occupational health, and well-being of its employees, as well as the safety of service recipients and the overall working environment. The company has therefore established the following Occupational Health, Safety, and Environmental Policy:

- **(Non Discrimination and Anti-Harassment)**

-The company considers the safety, occupational health, and working environment of employees and service recipients as its top priority.

-The company is dedicated to continuously developing and improving safety, occupational health, and environmental management in compliance with relevant laws and key hospital standards.

-The company provides training, campaigns, publicity, and incentives to encourage employees to comply with safety regulations and cultivate a strong safety awareness.

-The company is committed to preventing work-related illnesses among employees and promoting their overall well-being.

-The company will monitor and evaluate the implementation of this policy to ensure strict compliance and effective enforcement.

-The company strictly adheres to all laws, regulations, and other relevant requirements concerning quality, environmental protection, occupational health, and workplace safety in its business operations.

-The company aims to use resources and energy efficiently while preventing pollution of water, air, waste, and other environmental hazards arising from its activities, minimizing their impact on the environment and surrounding communities.

Supplier Code of Conduct

Nakhonthon Hospital Public Company Limited (the Company) recognizes the importance of conducting business with integrity, transparency, and accountability. The Company is committed to operating in accordance with applicable laws, ethical standards, and good corporate governance principles, while promoting sustainability across environmental, social, and governance (ESG) dimensions.

To ensure that all suppliers and business partners operate in alignment with the Company's values and standards, the Company has established this Supplier Code of Conduct as a guideline for ethical, transparent, and responsible business practices.

1. General Principles

Suppliers shall conduct business with integrity, fairness, and transparency, and shall comply with all applicable laws, regulations, and contractual obligations. Suppliers are expected to adhere to ethical business conduct and avoid any actions that may damage the Company's reputation.

2. Compliance with Laws and Regulations

Suppliers must strictly comply with all applicable laws and regulations, including but not limited to labor laws, environmental laws, anti-corruption laws, and industry-specific regulations. Suppliers must also ensure that their operations do not violate human rights or cause adverse impacts on society or the environment.

3. Conflict of Interest

Suppliers shall avoid any situation that may create a conflict of interest with the Company.

- Suppliers must not offer or accept any benefits that may improperly influence business decisions
- Any potential conflict of interest must be disclosed to the Company immediately
- Suppliers must not engage in activities that could compromise impartiality or fairness in business dealings. **4.**

Anti-Corruption and Bribery

Suppliers shall strictly prohibit all forms of corruption, bribery, fraud, and unethical practices.

- No offering, giving, or accepting bribes or improper benefits
- No facilitation payments or kickbacks
- No misuse of Company assets or confidential information for personal gain **5. Confidentiality and Data**

Protection

Suppliers must protect confidential information of the Company and its stakeholders.

- Confidential information must not be disclosed without authorization
- Information must not be used for personal or third-party benefit
- Suppliers must comply with applicable data protection and privacy laws

6. Fair Competition

Suppliers shall conduct business fairly and avoid anti-competitive practices.

- No price fixing, bid rigging, or market allocation
- No collusion with competitors
- All business decisions must be made independently and fairly

7. Labor and Human Rights

Suppliers shall respect human rights and ensure fair treatment of workers.

7.1 Working Conditions

- Provide safe, healthy, and hygienic working environments
- Comply with occupational health and safety standards

7.2 Wages and Benefits

- Pay fair wages in accordance with legal requirements
- Provide benefits as required by law

7.3 No Forced Labor

- Prohibit all forms of forced, bonded, or involuntary labor

7.4 Non-Discrimination

- Treat all employees equally without discrimination based on gender, age, race, religion, or other status

7.5 Freedom of Association

- Respect employees rights to freedom of association and collective bargaining

8. Environmental Responsibility

Suppliers shall operate in an environmentally responsible manner.

- Comply with environmental laws and regulations
- Manage waste, emissions, and hazardous substances properly
- Promote efficient use of resources such as energy and water
- Support initiatives such as Green & Clean Hospital practices

Examples include:

- Proper disposal of medical and hazardous waste
- Wastewater treatment and pollution control
- Safe handling of chemicals in accordance with MSDS
- Provision of appropriate personal protective equipment (PPE)

9. Occupational Health and Safety

Suppliers shall ensure workplace safety and prevent accidents.

- Provide safety training and protective equipment
- Maintain safe working environments
- Implement preventive measures for occupational risks

10. Gifts, Entertainment, and Benefits

Suppliers must not offer gifts or benefits that could influence business decisions.

- Gifts of excessive value are prohibited
- Business hospitality must be reasonable and appropriate
- Any benefits must not create conflicts of interest

11. Business Integrity and Ethics

Suppliers shall maintain high standards of ethics in all business activities.

- Conduct business honestly and transparently
- Avoid any actions that could harm the Companys reputation
- Ensure accountability and traceability in transactions

12. Monitoring and Compliance

The Company reserves the right to monitor and assess supplier compliance with this Code of Conduct.

- Suppliers must cooperate with audits and assessments
- Non-compliance may result in corrective actions or termination of business relationships

13. Continuous

Improvement

Suppliers are encouraged to continuously improve their ESG performance.

- Implement policies and procedures aligned with international standards
- Enhance sustainability practices
- Promote ethical culture within the organization

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

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

Review of social and human rights policies, guidelines, and/or goals over the past year : No

Information on compliance with human rights principles and standards

Compliance with human rights principles and standards

Human rights management principles and standards : Thai Labour Standard: Corporate Social Responsibility of Thai Businesses (TLS 8001-2010) by the Ministry of Labour

Information on Human Rights Due Diligence : HRDD

Human Rights Due Diligence : HRDD

Does the company have an HRDD process : Yes

Human Rights Due Diligence (HRDD)

Nakhonthon Hospital Public Company Limited recognizes the importance of respecting human rights throughout its value chain and is committed to conducting its business with due regard for human dignity, equality, and fairness for all stakeholders. The Company has implemented Human Rights Due Diligence (HRDD) in alignment with international standards, including the United Nations Guiding Principles on Business and Human Rights (UNGP) and the OECD Guidelines for human rights across its value chain.

1. Policy Commitment

The Company has established a human rights policy and related practices covering employees, medical personnel, patients, suppliers, and other stakeholders. The policy emphasizes non-discrimination, respect for labor rights, data privacy protection, and occupational health and safety. The policy is communicated across the organization and extended to business partners.

2. Risk Identification & Assessment

The Company regularly identifies and assesses human rights risks across its key operations, covering areas such as:

- Human resource management, including working hours, fair compensation, and employee welfare
- Occupational health and safety of medical personnel and employees
- Protection of patient rights, including privacy and confidentiality of personal data
- Prevention of discrimination, harassment, and workplace misconduct
- Risks associated with suppliers and contractors within the supply chain

3. Mitigation & Prevention

The Company has implemented measures to prevent and mitigate human rights risks, including:

- Establishment of labor policies and business ethics guidelines
- Implementation of occupational health, safety, and working environment standards (OHS)
- Adoption of a Supplier Code of Conduct and responsible supplier selection processes
- Training and awareness programs for employees and management

4. Grievance Mechanism & Remedy

The Company provides accessible and secure grievance and whistleblowing channels for employees, patients, and other stakeholders. Complaints are handled through fair investigation processes, with appropriate protection for whistleblowers and effective remediation measures.

5. Monitoring & Reporting

The Company continuously monitors and evaluates its human rights performance. Results are reported to senior management and the Board of Directors, and relevant information is disclosed through the Annual Report (Form 56-1 One Report) and sustainability reports to ensure transparency and accountability.

During the reporting period, no material human rights violations were identified by the Company.

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

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

| | 2023 | 2024 | 2025 |
|---|------|------|------|
| Total number of cases or incidents of significant legal or social and human rights violations (cases) | 0 | 0 | 0 |
| Total number of cases or incidents leading to significant labor disputes (cases) | 0 | 0 | 0 |
| Total number of incidents or complaints related to consumer rights violations (cases) | 0 | 0 | 0 |
| Total number of incidents or complaints related to business partners rights violations (cases) | 0 | 0 | 0 |
| Total number of cases or incidents leading to disputes with the community/society (cases) | 0 | 0 | 0 |
| Total number of cases or incidents related to cybersecurity or customer data breaches (cases) | 0 | 0 | 0 |

| | 2023 | 2024 | 2025 |
|--|------|------|------|
| Total number of cases or incidents related to workplace safety and occupational health (cases) | 0 | 0 | 0 |

Fair labor practice

Disclosure boundary in fair labor practice in the past years

| | | |
|---------------------------------------|---|---------|
| Boundary type | : | Company |
| Total number of disclosure boundaries | : | 3 |
| Data disclosure coverage (%) | : | 0.00 |

Information on employees and labor management plan

Employees and labor management plan

| | | |
|--|---|---|
| The company's employee and labor management plan | : | Yes |
| Employee and labor management plan implemented by the Company in the past year | : | Fair employee compensation, Employee training and development, Promoting employee relations and participation, Safety and occupational health at work |

Employee and Labor Management Plan

The Company places strong emphasis on sustainable human resource management by ensuring fair treatment of employees, continuous capability development, fostering employee engagement, and maintaining occupational health and safety. These initiatives aim to support long-term organizational growth and sustainability.

1. Fair Compensation

During the past year, the Company has implemented the following:

- Established a transparent and competitive salary structure benchmarked against the private hospital industry
- Conducted annual salary and benefits reviews based on performance evaluation and labor market conditions
- Ensured compliance with labor laws and internal regulations in the payment of overtime (OT) and other compensation
- Provided comprehensive employee benefits, including medical coverage, provident fund (PVD), and other health-related benefits
- Promoted pay equity by ensuring non-discriminatory compensation practices regardless of gender, age, or social status

2. Training and Development

The Company emphasizes continuous employee development at all levels through the following initiatives:

- Implemented Individual Development Plans (IDP) to support career progression
- Organized both internal and external training programs covering technical and soft skills
- Promoted a learning organization through mentoring programs and knowledge sharing initiatives
- Supported employees in attending seminars, training programs, and further education relevant to their roles
- Monitored and evaluated development outcomes to ensure alignment with organizational goals

3. Employee Engagement and Relations

The Company is committed to fostering a positive work environment and strengthening employee engagement through the following initiatives:

- Organized employee engagement activities such as internal relationship-building events (e.g., departmental and themed engagement activities), CSR initiatives, and festive celebrations
- Established two-way communication channels, including employee engagement surveys, the Line Happy HR communication platform, and formal grievance channels
- Encouraged employees to actively participate in providing feedback and contributing ideas for organizational improvement

- Promoted a respectful workplace culture that values diversity and inclusion (Diversity & Inclusion)
- Implemented a transparent, fair, and accountable grievance handling system

4. Occupational Health and Safety

The Company prioritizes employee health and safety through the following measures:

- Implemented occupational health and safety policies in compliance with applicable laws and standards
- Provided safety training programs, including fire prevention, proper use of personal protective equipment (PPE), and emergency response procedures
- Conducted annual health check-ups and ongoing health risk monitoring for employees
- Appointed the Occupational Health and Safety Committee to oversee workplace safety and environmental conditions
- Established incident reporting and monitoring systems to minimize risks and prevent recurrence

Strategic Alignment

The Company's employee and labor management practices reflect its commitment to enhancing employees quality of life while improving organizational efficiency. These initiatives are aligned with the principles of good corporate governance and relevant ESG standards.

Information on setting employee and labor management goals

Setting employee and labor management goals

Does the company set employee and labor management goals? : No

Information on performance and outcomes for employee and labor management

Performance and outcomes for employee and labor management

Performance and outcomes for employee and labor management : No

Information on employment

Employment

| | 2023 | 2024 | 2025 |
|---------------------------|-------|-------|-------|
| Total Employment (Person) | 1,012 | 1,021 | 1,044 |

| | 2023 | 2024 | 2025 |
|--|-------|-------|-------|
| Percentage of employees to total employment (%) | 94.07 | 94.81 | 96.65 |
| Percentage of non-employee workers to total employment (%) | 5.93 | 5.19 | 3.35 |
| Total employees (persons) | 952 | 968 | 1009 |
| Male employees (persons) | 164 | 173 | 190 |
| Percentage of male employees (%) | 17.23 | 17.87 | 18.83 |
| Female employees (persons) | 788 | 795 | 819 |
| Percentage of female employees (%) | 82.77 | 82.13 | 81.17 |
| Total of workers who are not employees (Person) | 60 | 53 | 35 |
| Male workers who are not employees (Person) | 16 | 17 | 14 |
| Percentage of male non-employee workers (%) | 26.67 | 32.08 | 40.00 |
| Female workers who are not employees (Person) | 44 | 36 | 21 |
| Percentage of female non-employee workers (%) | 73.33 | 67.92 | 60.00 |

Number of employees categorized by age

| | 2023 | 2024 | 2025 |
|--|-------|-------|-------|
| Total number of employees under 30 years old (Persons) | 313 | 303 | 325 |
| Percentage of employees under 30 years old (%) | 32.88 | 31.30 | 32.21 |
| Total number of employees 30-50 years old (Persons) | 541 | 560 | 575 |
| Percentage of employees 30-50 years old (%) | 56.83 | 57.85 | 56.99 |
| Total number of employees over 50 years old (Persons) | 98 | 105 | 109 |

| | 2023 | 2024 | 2025 |
|---|-------|-------|-------|
| Percentage of employees over 50 years old (%) | 10.29 | 10.85 | 10.80 |

Number of male employees categorized by age

| | 2023 | 2024 | 2025 |
|---|-------|-------|-------|
| Total number of male employees under 30 years old (Persons) | 42 | 41 | 54 |
| Percentage of male employees under 30 years old (%) | 25.61 | 23.70 | 28.42 |
| Total number of male employees 30-50 years old (Persons) | 102 | 108 | 111 |
| Percentage of male employees 30-50 years old (%) | 62.20 | 62.43 | 58.42 |
| Total number of male employees over 50 years old (Persons) | 20 | 24 | 25 |
| Percentage of male employees over 50 years old (%) | 12.20 | 13.87 | 13.16 |

Number of female employees categorized by age

| | 2023 | 2024 | 2025 |
|---|-------|-------|-------|
| Total number of female employees under 30 years old (Persons) | 271 | 262 | 271 |
| Percentage of female employees under 30 years old (%) | 34.39 | 32.96 | 33.09 |
| Total number of female employees 30-50 years old (Persons) | 439 | 452 | 464 |
| Percentage of female employees 30-50 years old (%) | 55.71 | 56.86 | 56.65 |
| Total number of female employees over 50 years old (Persons) | 78 | 81 | 84 |
| Percentage of female employees over 50 years old (%) | 9.90 | 10.19 | 10.26 |

Number of employees categorized by position

| | 2023 | 2024 | 2025 |
|--|-------|-------|-------|
| Total number of employees in operational level (Persons) | 815 | 828 | 853 |
| Percentage of employees in operational level (%) | 85.61 | 85.54 | 84.54 |
| Total number of employees in management level (Persons) | 126 | 126 | 142 |
| Percentage of employees in management level (%) | 13.24 | 13.02 | 14.07 |
| Total number of employees in executive level (Persons) | 11 | 14 | 14 |
| Percentage of employees in executive level (%) | 1.16 | 1.45 | 1.39 |

Number of male employees categorized by position

| | 2023 | 2024 | 2025 |
|---|-------|-------|-------|
| Total number of male employees in operational level (Persons) | 137 | 140 | 154 |
| Percentage of male employees in operational level (%) | 83.54 | 80.92 | 81.05 |
| Total number of male employees in management level (Persons) | 21 | 24 | 27 |
| Percentage of male employees in management level (%) | 12.80 | 13.87 | 14.21 |
| Total number of male employees in executive level (Persons) | 6 | 9 | 9 |
| Percentage of male employees in executive level (%) | 3.66 | 5.20 | 4.74 |

Number of female employees categorized by position

| | 2023 | 2024 | 2025 |
|---|------|------|------|
| Total number of female employees in operational level (Persons) | 678 | 688 | 699 |

| | 2023 | 2024 | 2025 |
|--|-------|-------|-------|
| Percentage of female employees in operational level (%) | 86.04 | 86.54 | 85.35 |
| Total number of female employees in management level (Persons) | 105 | 102 | 115 |
| Percentage of female employees in management level (%) | 13.32 | 12.83 | 14.04 |
| Total number of female employees in executive level (Persons) | 5 | 5 | 5 |
| Percentage of female employees in executive level (%) | 0.63 | 0.63 | 0.61 |

Significant changes in the number of employees

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

Number of male employees working in Thailand

| | 2023 | 2024 | 2025 |
|---|------|------|------|
| Total male employees working in Thailand (Person) | 164 | 173 | 190 |
| Bangkok Metropolitan (Person) | 81 | 88 | 89 |
| Northern (Person) | 22 | 23 | 25 |
| Central (Person) | 11 | 12 | 17 |
| Northeastern (Person) | 34 | 34 | 41 |
| Southern (Person) | 11 | 11 | 12 |
| Eastern (Person) | 5 | 5 | 6 |

Number of female employees working in Thailand

| | 2023 | 2024 | 2025 |
|---|------|------|------|
| Total female employees working in Thailand (Person) | 788 | 795 | 819 |
| Bangkok Metropolitan (Person) | 332 | 341 | 346 |
| Northern (Person) | 68 | 65 | 68 |
| Central (Person) | 76 | 84 | 88 |
| Northeastern (Person) | 256 | 254 | 260 |
| Southern (Person) | 39 | 35 | 34 |
| Eastern (Person) | 17 | 16 | 23 |

Number of employees working abroad

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

Employment of workers with disabilities

| | 2023 | 2024 | 2025 |
|---|------|------|------|
| Total employment of workers with disabilities (persons) | 3 | 3 | 10 |
| Percentage of disabled workers to total employment (%) | 0.30 | 0.29 | 0.96 |
| Total number of employees with disabilities (Persons) | 1 | 1 | 1 |
| Total male employees with disabilities (persons) | 0 | 0 | 0 |
| Total female employees with disabilities (persons) | 1 | 1 | 1 |

| | 2023 | 2024 | 2025 |
|--|------|------|-------|
| Percentage of disabled employees to total employees (%) | 0.11 | 0.10 | 0.10 |
| Total number of workers who are not employees with disabilities (persons) | 2 | 2 | 9 |
| Percentage of disabled non-employee workers to total non-employee workers (%) | 3.33 | 3.77 | 25.71 |
| Contributions to empowerment for persons with disabilities fund | Yes | Yes | Yes |

Information on compensation of employees

Employee remuneration by gender

| | 2023 | 2024 | 2025 |
|---|----------------|----------------|----------------|
| Total employee remuneration (baht) | 541,186,256.73 | 559,210,707.04 | 563,034,368.99 |
| Total male employee remuneration (baht) | 116,460,836.97 | 119,635,192.04 | 119,693,537.60 |
| Percentage of remuneration for male employees (%) | 21.52 | 21.39 | 21.26 |
| Total female employee remuneration (baht) | 424,725,419.76 | 439,575,515.00 | 443,340,831.39 |
| Percentage of remuneration for female employees (%) | 78.48 | 78.61 | 78.74 |
| Average of remuneration of employees (Baht/persons) | 568,472.96 | 577,697.01 | 558,012.26 |
| Average of remuneration for male employees (Baht/persons) | 710,127.05 | 691,532.90 | 629,965.98 |
| Average of remuneration for female employees (Baht/persons) | 538,991.65 | 552,925.18 | 541,319.70 |
| Rate of average of remuneration between female employees and male employees | 0.76 | 0.80 | 0.86 |

Information on provident fund management

Provident fund management policy and guidelines

Provident fund management policy and guidelines : No

Provident Fund Management Policy

The Company recognizes the importance of providing long-term financial security for its employees. Therefore, it has established a Provident Fund (PVD) to promote savings discipline and enhance employees financial stability upon retirement. The management of the Provident Fund is conducted in compliance with applicable laws and in alignment with the principles of good corporate governance.

The Company is committed to managing the Provident Fund efficiently, transparently, and in the best interests of employees as fund members.

Provident Fund Practices & Implementation

1. 1. Establishment of the Provident Fund

- The Company provides a voluntary Provident Fund for permanent employees.
- Employees are eligible to apply for membership in accordance with the Companys conditions.
- Contribution rates for both employees and the Company are determined appropriately and fairly.

2. Fund Governance

- The Company appoints a Provident Fund Committee to oversee fund management.
- The Committee comprises representatives from both the employer and employees.
- Clear roles and responsibilities are defined, including investment policy approval, selection of fund managers, and monitoring of fund performance.

3. Investment Management

- The Company selects reputable asset management companies with proven performance records.
- Investment policies are defined to align with appropriate risk levels and expected returns.
- Members are provided with options to select investment plans based on their risk tolerance.
- Fund performance is regularly monitored and evaluated.

4. Communication and Financial Literacy Promotion

- The Company supports employees in enhancing their financial planning and investment knowledge.
- ongoing communication and training related to the Provident Fund are provided.
- Transparent information on returns, risks, and investment options is made available to members.

5. Protection of Members Rights

- The Company ensures that members receive benefits in accordance with fund regulations and applicable laws.
- Members information is securely maintained and treated as confidential.
- Communication channels are provided for inquiries and complaints related to the Provident Fund. 6.

Monitoring and Continuous Improvement

- The Company regularly reviews its Provident Fund policies and practices.
- Investment options and benefits are continuously improved to align with economic conditions and employees needs.
- Fund performance is reported to management and relevant parties on a regular basis.

Performance Disclosure

In the past year, the Company has continuously managed and administered the Provident Fund with a focus on enhancing employees long-term financial security. Key outcomes are summarized as follows:

- High employee participation rate: 83.36% of eligible employees have enrolled in the Provident Fund, reflecting strong awareness and engagement in retirement savings.
- Regular communication and employee engagement: The Company consistently communicates fund-related information to employees to promote understanding and informed decision-making.

- No material complaints: There were no significant complaints related to the management of the Provident Fund.

Implementation of Investment Governance Code for Institutional Investors ("I Code") by Company's Provident Fund Committee : No

Participation in provident fund membership

Details of provident fund participation

Number of employees joining in PVD (persons)

| | 2023 | 2024 | 2025 |
|--|-------|-------|-------|
| Number of employees eligible to participate in PVD (persons) | 597 | 583 | 589 |
| Number of employees joining in PVD (persons) | 494 | 494 | 491 |
| Number of PVD members / Total employees (%) | 51.89 | 51.03 | 48.66 |
| Number of PVD members / Total eligible employees (%) | 82.75 | 84.73 | 83.36 |

Amount of provident fund

| | 2023 | 2024 | 2025 |
|---|--------------|--------------|--------------|
| Total amount of provident fund contributed by employer (baht) | 3,979,370.42 | 4,125,840.95 | 4,291,381.70 |
| Total amount of provident fund contributed by employee (baht) | 3,019,780.58 | 3,098,158.50 | 3,225,431.82 |

Summary of employee PVD participation over the past year

| Company name | Employees participating in PVD (Yes/No) | Total number of employees (persons) | Number of employees eligible to participate in PVD (persons) | Number of employees joining in PVD (persons) | Number of PVD members / Total employees (%) | Number of PVD members / Total eligible employees (%) |
|--------------|---|-------------------------------------|--|--|---|--|
|--------------|---|-------------------------------------|--|--|---|--|

| Company name | Employees participating in PVD (Yes/No) | Total number of employees (persons) | Number of employees eligible to participate in PVD (persons) | Number of employees joining in PVD (persons) | Number of PVD members / Total employees (%) | Number of PVD members / Total eligible employees (%) |
|--|---|-------------------------------------|--|--|---|--|
| Nakornthon Hospital Public Company Limited | Yes | 1,009 | 589 | 491 | 48.66 | 83.36 |

Information on employee development

Employee training and development

| | 2023 | 2024 | 2025 |
|--|--------------|--------------|--------------|
| Employee development plans as part of annual performance reviews | No | No | No |
| Average employee training hours (Hours / Person / Year) | 21.00 | 29.00 | 41.00 |
| Total amount spent on employee training and development (Baht) | 2,202,452.20 | 2,629,128.63 | 3,036,618.00 |
| Percentage of training and development expenses to total expenses (%) ^(*) | 0.001312 | 0.001525 | 0.001722 |
| Percentage of training and development expenses to total revenue (%) ^(*) | 0.001081 | 0.001301 | 0.001502 |

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

Information on safety, occupational health, and work environment

Number of working hours

| | 2023 | 2024 | 2025 |
|--|--------------|--------------|--------------|
| Total number of hours work (Hours) | 2,742,710.00 | 2,663,791.10 | 2,579,440.00 |
| Total number of hours worked by employees (Hours) | 2,695,453.50 | 2,614,850.10 | 2,538,480.00 |
| Total number of hours work by non-employee (Hours) | 47,256.50 | 48,941.00 | 40,960.00 |

Statistic of accident and injuries of employees from work

| | 2023 | 2024 | 2025 |
|--|------|------|------|
| Total number of lost time injury incidents by employees (Cases) | 0 | 0 | 0 |
| Total number of employees that lost time injuries for 1 day or more (Persons) | 0 | 0 | 0 |
| Percentage of employees that lost time injuries for 1 day or more (%) | 0.00 | 0.00 | 0.00 |
| Total number of employees that fatalities as a result of work-related injury (Persons) | 0 | 0 | 0 |
| Percentage of employees that fatalities as a result of work-related injury (%) | 0.00 | 0.00 | 0.00 |
| Lost time injury frequency rate (LTIFR) (Persons / 1 million-manhours) ^(*) | 0.00 | 0.00 | 0.00 |
| Lost time injury frequency rate (LTIFR) (Persons / 200,000 manhours) ^(**) | 0.00 | 0.00 | 0.00 |

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

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

Information on promoting employee relations and participation

Employee engagement

| | 2023 | 2024 | 2025 |
|--|-------|-------|-------|
| Total number of employee turnover leaving the company voluntarily (persons) | 192 | 158 | 141 |
| Total number of male employee turnover leaving the company voluntarily (persons) | 31 | 18 | 21 |
| Total number of female employee turnover leaving the company voluntarily (persons) | 161 | 140 | 120 |
| Proportion of voluntary resignations (%) | 20.17 | 16.32 | 13.97 |
| Percentage of male employee turnover leaving the Company voluntarily (%) | 16.15 | 11.39 | 14.89 |
| Percentage of female employee turnover leaving the Company voluntarily (%) | 83.85 | 88.61 | 85.11 |
| | 2023 | 2024 | 2025 |
| Evaluation result of employee engagement | Yes | Yes | Yes |

Employee internal groups

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

Responsibility to customers/ consumers

Information on responsibility to customers/consumers policy

Consumer data privacy and protection policy and guidelines

- Consumer data privacy and protection policy and guidelines : Yes
- Consumer data privacy and protection guidelines : Collection of personal data, Use or disclosure of data, Rights of data owners, Retention and storage duration of personal data, Company's measures for third parties' use of customer data, Security measures of personal data

Responsible sales and marketing policy and guidelines

- Responsible sales and marketing policy and guidelines : Yes
- Responsible sales and marketing guidelines : Marketing communications that respect the law, adhere to relevant regulations, and consider consumer rights., Not supporting advertisements or promotional activities that encourage illegal acts or immoral conducts
- Reference link for responsible sales and marketing policy and guidelines :
- Page number of the reference link :

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

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

Information on customer management plan

Customer management plan

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

Provide healthcare services with the primary objective of ensuring that service recipients achieve good health, while respecting personal data rights and consistently incorporating service feedback to improve and further develop the quality of care.

Information on setting customer management goals

Setting customer management goals

Does the company set customer management goals : No

Details of setting customer management goals

Information on performance and results of customer management

Performance and outcomes of customer management

Performance and outcomes of customer management : No

Customer satisfaction

| | 2023 | 2024 | 2025 |
|---|------|------|------|
| Evaluation results of customer satisfaction | Yes | Yes | Yes |

Channels for receiving complaints from customers/consumers

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

Telephone : 024509999

Fax : -

Email : pr@nakornthon.com

Company's website : www.nakornthon.com

Address : 1 Soi Rama2 56, Samae dam subdistrict, Bangkhuntien district, BKK 10150

Responsibility to community/ society

Information on community development and engagement policies

Community development and engagement policies

Community development and engagement policies : Yes

Information on community and social management plan

Community and social management plan

Company's community and social management plan : Yes

Community and social management plan : Education, Religion and culture, Sports and recreation,
implemented by the company over the past year Occupational health, safety, health, and quality of life

Community and Social Management

Nakhonthon Hospital Public Company Limited recognizes its role as a responsible corporate citizen and is committed to conducting its business alongside sustainable community and social development. The Company places importance on creating shared value for surrounding communities, particularly in areas of education, healthcare, religion, culture, and quality of life.

The Company has established its community and social management approach in alignment with sustainable development principles and Corporate Social Responsibility (CSR), with a focus on stakeholder engagement and active participation from employees and local communities.

Practices and Implementation in the Past Year

During the past year, the Company has continuously implemented various community and social initiatives covering multiple dimensions as follows:

1. Education Promotion and Youth Development

The Company provided educational scholarships to outstanding and well-behaved students from schools located in nearby communities. This initiative aims to support access to education, reduce social inequality, and empower youth to become key contributors to society in the future.

2. Religious and Cultural Preservation

The Company supported religious and cultural activities within the community, including participation in Kathin (robe-offering) ceremonies and other Buddhist merit-making activities in collaboration with nearby temples. These efforts aim to preserve Thai cultural heritage and strengthen relationships between the Company and local communities.

3. Environmental Promotion and Waste Management

The Company organized the Orphan Waste initiative on the second Saturday of each month to promote proper waste segregation and reduce non-recyclable waste. This activity also helps raise environmental awareness among employees and community members.

4. Health Promotion and Social Contribution

The Company organized blood donation campaigns on a quarterly basis in collaboration with relevant organizations to support the healthcare system and patients in need. In addition, the Company conducted health promotion activities and provided basic health knowledge to people in surrounding communities.

5. Community Well-being Enhancement

The Company implemented community service programs such as providing free haircuts to local residents, along with other volunteer-based activities. These initiatives aim to improve quality of life and help reduce daily living expenses for the community, including vulnerable groups.

Employee and Stakeholder Engagement

The Company encourages employee participation in CSR activities through volunteer programs, allowing employees at all levels to contribute to the design and implementation of community initiatives. This fosters employee engagement, organizational pride, and stronger relationships with stakeholders.

Information on setting of community and social management goals

Setting of community and social management goals

Does the company set community and social management goals : No

Information on outcomes and results of community and social management

Performance and outcomes of community and social management

Performance and outcomes of community and social management : No

Benefit from implementing social development project

Financial benefits

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

Non-financial benefits

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

Expenses from social and environmental development project

| | 2023 | 2024 | 2025 |
|--|-----------|-----------|-----------|
| Total financial contribution to community/social development projects or activities (Bath) | 48,000.00 | 48,000.00 | 48,000.00 |

| | 2023 | 2024 | 2025 |
|--|----------|----------|----------|
| Percentage of financial contribution for community/social development projects or activities to total expense (%) ^(*) | 0.002859 | 0.002785 | 0.002722 |
| Percentage of financial contribution for community/social development projects or activities to total revenue (%) ^(*) | 0.002357 | 0.002376 | 0.002375 |

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

Remarks - This document is automatically generated based on information processed as received from the listed company on as is basis. The Stock Exchange of Thailand (SET) does not make any representations regarding accuracy, completeness, appropriateness, recency or reliability of the information contained in this document, nor does it make any guarantee of a result of the use of the information contained in this document. In no event shall SET be responsible for any loss or damage resulting from the use of this document or the information contained herein.

ESG Performance

Company Name : Nakornthon Hospital Public Company Limited Symbol : NKT

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

Corporate Governance Policy

Information on overview of the policy and guidelines

Corporate governance policy and guidelines

Corporate governance policy and guidelines : Yes

Nakornthon Hospital Public Company Limited (the Company) has established a Good Corporate Governance Policy in accordance with the Principles of Good Corporate Governance for Listed Companies 2017, as set forth by the Securities and Exchange Commission. This policy serves as a guideline for business operations and organizational management to ensure sustainable value creation for the company.

Policy and guidelines related to the board of directors

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

Guidelines related to the board of directors : Nomination of directors, Determination of director remuneration, Director development, Board performance evaluation

Nomination of directors

Recruitment and Development of Executives and Personnel Management

- 1.The Board of Directors is responsible for establishing qualifications and criteria for recruiting suitable individuals to serve as Chief Executive Officer (CEO) and other executives. This includes appointing such individuals and determining the framework and processes for their development. These efforts aim to align with the company's business context, prevailing conditions, and organizational needs to drive the company toward its goals as outlined in the Board Charter.
- 2.The Board of Directors oversees the establishment of an appropriate compensation structure and performance evaluation system for the CEO and executives. Recommendations and screening are conducted by the Nomination and Remuneration Committee. The Board also ensures that personnel management and development equip employees with the necessary knowledge, skills, experience, and motivation. This includes aligning human resource management with the company's direction and strategies, encouraging employees to participate in training programs to enhance their abilities, and ensuring fair treatment to retain talented personnel.
- 3.The Board of Directors mandates the preparation of a Succession Plan to ensure readiness for the succession of the CEO and other executive positions. The objective is to ensure business continuity. The CEO is required to report the progress of the Succession Plan to the Board at least once per year.
- 4.The Board of Directors will work to understand the shareholder structure and relationships that may impact the management and operations of the company.
- 5.The Board of Directors will monitor and oversee the development of employees to ensure they possess the necessary knowledge, skills, experience, and motivation. This includes initiatives such as establishing a provident fund to encourage adequate savings for retirement and promoting financial literacy among employees. These efforts aim to improve employees' quality of life and foster long-term commitment to the company.

Determination of director remuneration

Proposed for the policy framework and structure of compensation (both monetary and non-monetary) for the Board of Directors, sub-committees, and the Chief Executive Officer (CEO) is presented. This includes both fixed compensation (e.g., regular salary, meeting fees) and performance-based compensation (e.g., bonuses, retirement benefits, awards). The proposal will consider changes and trends in compensation, ensuring that it is appropriate, fair, and compliant with applicable laws, and it will be submitted for approval by the Board of Directors.

The compensation for the Board of Directors, sub-committees, and the CEO will be reviewed in alignment with the proposed policy framework. The recommendation will then be presented to the Board of Directors and/or the shareholders meeting (as applicable) for further consideration and approval.

Director development

The company promotes the development of its Directors and sub-committees to enhance and upgrade their knowledge and skills. This development is aligned with the company's business, economic conditions, technology, laws, and regulations relevant to the business operations.

The company will review and evaluate the CEO's development plan to strengthen and enhance knowledge and skills in line with the company's business. This is done to ensure the CEO is prepared for the company's future needs, including succession planning, to ensure the continuity of effective management and operations.

Board performance evaluation

The company establishes criteria for evaluating the performance of the Board of Directors and sub-committees, which will be presented to the Board of Directors for approval.

Policy and guidelines related to shareholders and stakeholders

Policy and guidelines related to shareholders and stakeholders : Yes

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

Shareholder

Directors, sub-committee members, and executives must refrain from engaging in any business that is identical or similar to, and in competition with, the company's business and/or its subsidiaries. They should not become partners, shareholders with decision-making power, or hold positions as directors, sub-committee members, executives, or advisors in such competing businesses, whether for personal or third-party benefit.

However, if the director, sub-committee member, or executive had previously held such a position in the competing company before becoming a director, sub-committee member, or executive of the company, they must report this to the Board of Directors and/or the shareholders' meeting before their appointment (as applicable).

Employee

Nakornthon Hospital Public Company Limited (the Company) places great importance on preventing conflicts of interest, adhering to the principle that individuals who are involved or have any direct or indirect interest in the Company's and its subsidiaries' transactions must not participate in the approval of such transactions. This is to ensure that business decisions and activities of the Company and its subsidiaries are made in the best interests of the Company and its shareholders.

The Company, therefore, deems it necessary to establish this policy to guide directors, executives, and employees to avoid actions that may lead to conflicts of interest. Additionally, these individuals are required to disclose their relationships or interests in the relevant transactions to the Company and must not take part in decision-making or have any authority to approve such transactions.

Customer

The Company recognizes its responsibility to customers and is committed to strictly honoring and complying with the agreements made with them. The Company strives to deliver high-quality services at fair prices while continuously improving its processes to respond to customer needs more efficiently and effectively. It is dedicated to building and maintaining sustainable relationships by comprehensively addressing customer needs in order to achieve long-term customer satisfaction.

The Company has established channels through which customers can provide feedback, suggestions, or lodge complaints regarding service quality. This enables the Company to promptly and effectively improve, prevent, and resolve service-related issues. The Company also places great importance on maintaining customer confidentiality and will not use customer information for its own benefit or for the benefit of related parties in any improper manner. Furthermore, the Company will neither demand, accept, nor agree to accept, nor offer or agree to offer, any benefits that may indicate dishonest or corrupt practices, thereby upholding transparency, fairness, and the highest level of trust from customers.

Business competitor

The Company conducts its business within the framework of fair competition, upholds ethical standards, and strictly complies with applicable laws. It supports and promotes policies of free and fair competition for all parties involved. The Company does not infringe upon the intellectual property rights of competitors, nor does it unlawfully obtain or disclose competitors trade secrets through fraudulent, dishonest, or inappropriate means. Furthermore, the Company does not attempt to damage the reputation of competitors by making false or unfounded allegations.

Business partner

Directors, sub-committee members, and executives should disclose to the Company any personal or family-owned businesses, or businesses owned by relatives or dependents, which may present a conflict of interest with the Company and/or its subsidiaries. Examples of such businesses or activities include:

Holding investments or having any interests in business partners who engage in transactions with the Company or its subsidiaries, or with the Company's or its subsidiaries' customers.

Serving in any capacity or acting as a consultant for business partners who engage in transactions with the Company or its subsidiaries, or with the Company's or its subsidiaries' customers.

Engaging in the trade of goods or services with the Company or its subsidiaries, either directly or through intermediaries.

Creditor

The Company shall strictly comply with the terms and conditions of agreements or contracts entered into with its creditors, including the repayment of principal and interest, as well as the maintenance of collateral, in accordance with the relevant agreements or contracts. If any circumstance arises that may prevent the Company from fulfilling its obligations under such agreements or contracts, the responsible persons must promptly report the matter to their supervisors in order to negotiate with the creditors and seek the most appropriate mutual solution.

The Company shall neither demand, accept, nor agree to accept, nor offer or agree to offer, any dishonest or improper benefits to creditors, and shall perform its obligations under the agreed terms in an appropriate and fair manner.

Community and society

The Company places great importance on safety for society, communities, the environment, and the quality of life of those affected by its operations. It encourages employees to develop a strong sense of social and environmental responsibility. The Company adopts modern and environmentally friendly technologies, reduces the consumption of non-renewable resources, and strictly complies with all applicable laws and regulations. It does not engage in, support, or cooperate with any customers or individuals conducting illegal businesses or activities that may harm society or the country.

In addition, the Company actively participates in activities that promote sustainable social, community, and environmental development, including public benefit initiatives and the preservation and promotion of local cultures in the areas where it operates.

The Company will continuously adapt its operational practices in response to changing circumstances in order to minimize any potential impacts on society, communities, and the environment.

Information on business code of conduct

Business code of conduct

Business code of conduct : Yes

Nakornthon Hospital Public Company Limited (the Company) is committed to conducting its business in accordance with corporate governance principles, ensuring transparency, accountability, and equitable treatment of all stakeholders. This aligns with the Company's commitment to responsible business practices under its good corporate governance policy.

The Company has established a written Code of Business Conduct as a guideline for directors, executives, and employees to uphold high standards of business conduct within a framework of ethics, morality, and integrity. The Code emphasizes the importance of fulfilling responsibilities assigned by the Company with accountability to all stakeholders.

This approach aims to achieve the Company's vision and mission while fostering sustainable business growth.

Policy and guidelines related to business code of conduct

Guidelines related to business code of conduct : Prevention of Conflicts of Interest, Anti-corruption, Compliance with laws, regulations, and rules, Information and assets usage and protection, Information and IT system security, Environmental management

Prevention of Conflicts of Interest

Employees, particularly directors and executives, must avoid and prevent personal, family, or relative interests from conflicting with the interests of the Company and its subsidiaries. In cases where such conflicts cannot be avoided, the relationship must be disclosed to the relevant parties within the Company. Those with a conflict of interest must not participate in the consideration or approval of transactions in which they have a vested interest.

Conflicts of interest must be evaluated carefully, transparently, and in accordance with the laws on securities, regulations, notifications, directives, or requirements of the Securities and Exchange Commission (SEC) and the Stock Exchange of Thailand (SET), prioritizing the best interests of the Company.

Regarding the giving of gifts, entertainment, discounts, or commercial terms to individuals related to the Company as customers, partners, or other business associates, such practices must align with normal business interactions.

Employees of the Company are expected to act within the following guidelines:

Comply with the Company's existing policies and regulations, as well as any future amendments.

Adhere to applicable legal requirements.

Report to and/or seek prior approval from authorized personnel as designated by the Company in every instance.

Anti-corruption

The Company recognizes the importance of combating fraud and corruption and is committed to conducting its business with integrity under the framework of good corporate governance. The Company adheres to the principles of: Good Governance, Operating the business with ethics, morality, and responsibility toward society, the environment, and all stakeholders.

Transparency and Fairness, Conducting business transparently, fairly, and accountably, while strictly complying with applicable rules, regulations, and laws.

To ensure clear operational guidelines, the Company has established a written Anti-Corruption Policy. This policy serves as a practical framework for conducting business and advancing toward becoming a sustainable organization.

Furthermore, the Company will actively participate as a partner in anti-fraud and anti-corruption networks.

Compliance with laws, regulations, and rules

Employees must acknowledge, understand, and strictly adhere to the Code of Business Conduct.

Responsibility: Employees are responsible for promoting and complying with the Code of Business Conduct.

Disciplinary Actions: Violations or breaches of the Code will result in disciplinary action according to the Company's regulations. Additionally, if the violation constitutes a legal offense, the individual may face legal consequences.

Reporting Mechanisms: The Company should provide channels for complaints, whistleblowing, and reporting any suspected violations or breaches of the Code of Business Conduct. These channels should also be open for receiving complaints, feedback, or suggestions from stakeholders.

Investigation: The Audit Committee or the Chief Executive Officer (as applicable) is responsible for receiving complaints and investigating suspected breaches of the Code of Business Conduct.

Regular Review: The Company ensures that the Code of Business Conduct is reviewed regularly to maintain its relevance, appropriateness, and alignment with changing business circumstances and environments.

Information and assets usage and protection

Directors, executives, and employees must handle the assets of the Company and its subsidiaries with care and ensure their protection from damage or loss. They must not use any assets of the Company or its subsidiaries for personal gain or the benefit of others without proper authorization.

All assets should be utilized efficiently, responsibly, and with accountability, solely for business purposes, ensuring maximum benefit to the Company.

Information and IT system security

The Company places great importance on its intellectual property, which includes the Company's name, logo, copyrights, patents, trademarks, trade secrets, innovations, data, and information technology. Directors, executives, and employees are required to adhere to the following guidelines:

Compliance with Laws: Abide by all applicable intellectual property laws in every country where the Company operates, as well as the Company's announcements, directives, and policies.

Protection of Intellectual Property: Safeguard and protect the Company's intellectual property, trade secrets, and data from damage or loss, ensuring their use maximizes benefits for the Company.

Use of IT Resources: Utilize the Company's information technology systems solely to develop the business and enhance the Company's competitive advantage.

Password Security: Keep passwords for accessing the Company's data systems confidential and do not share them with unauthorized individuals.

Prohibition of Illegal Software: Do not distribute, copy, or install illegal software on the Company's computer systems.

Appropriate Use of Communication Systems: Avoid using the Company's email, messaging systems, or computers to send vulgar, obscene, harassing, threatening, or defamatory messages, and refrain from visiting illegal or unethical websites as defined by applicable laws.

Respect for Others Intellectual Property: Respect the intellectual property rights of others, avoiding copyright or trademark infringements and refraining from using others work for personal or Company benefits that could harm the Company.

Environmental management

The Company prioritizes the safety and well-being of society, communities, the environment, and the quality of life of those involved in its operations. It promotes awareness and responsibility among employees toward society, communities, and the environment by adopting modern, environmentally friendly technologies, minimizing resource consumption, and ensuring strict compliance with all relevant laws and regulations. The Company refrains from

engaging in or supporting customers or individuals involved in unlawful or harmful activities that pose risks to society and the nation.

Furthermore, the Company strives to actively participate in activities that promote sustainable public welfare, including social, community, and environmental initiatives. It also supports and preserves local cultures in the areas where it operates.

The Company is committed to adapting its operational practices to align with changing circumstances to mitigate any potential impact on society, communities, and the environment.

Promotion of compliance with the business code of conduct

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

1. Comply with all applicable laws, regulations, rules, and requirements set by the Stock Exchange of Thailand, the Securities and Exchange Commission, or any other regulatory authorities, both domestically and internationally.
2. Adhere to the Company's good corporate governance policies and Code of Business Conduct.
3. Regularly review compliance with laws, regulations, rules, and requirements of regulatory authorities and the Company, while promoting and supporting consistent adherence by directors, executives, and employees.

In line with these practices, the Company has established a Code of Business Conduct, which directors, executives, and employees are required to uphold as a guideline for their duties as representatives of the Company.

Participation in anti-corruption networks

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

Anti-corruption networks or projects the company has joined or declared intent to join : Thai Private Sector Collective Action Against Corruption (CAC)
CAC membership certification status : Not certified
Certification document of CAC membership status : -

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

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

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

Material changes and developments in policy and : Yes

guidelines over the past year

The Company has established a **Code of Business Conduct** to serve as a guideline for the Board of Directors, executives, physicians, and employees in conducting business in a standardized manner under the principles of ethics, morality, and integrity.

The Company requires the Board of Directors, executives, physicians, and employees at all levels to recognize the importance of performing their assigned duties with responsibility toward all stakeholders. This ensures that the Company's operations achieve the goals set forth in the organization's vision and mission, while promoting sustainable business growth.

Implementation of the CG Code for listed companies

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

Establish corporate governance policies, board charters, and business ethics that are comprehensive.

Other corporate governance performance and outcomes

The Company conducts its business with transparency, accountability, and adherence to the principles of **Good Corporate Governance** in order to strengthen the confidence of shareholders, patients, personnel, and all stakeholder groups. The Company places importance on enhancing corporate governance standards in line with national best practices. The key performance indicators (KPIs) include:

1. Establishing a Corporate Governance (CG) policy in accordance with **CAC (Thailand)** standards, and
2. Achieving evaluation results based on the **AGM Checklist**.

The hospital's key strategy is to develop and implement corporate governance policies in compliance with **CAC (Thailand)** standards, which represent the national anti-corruption benchmark. In addition, the Company aims to enhance its **AGM Checklist** standards to ensure that the operations of the Board of Directors and management are efficient, transparent, and accountable to shareholders and society.

Corporate Governance Structure

Information on corporate governance structure

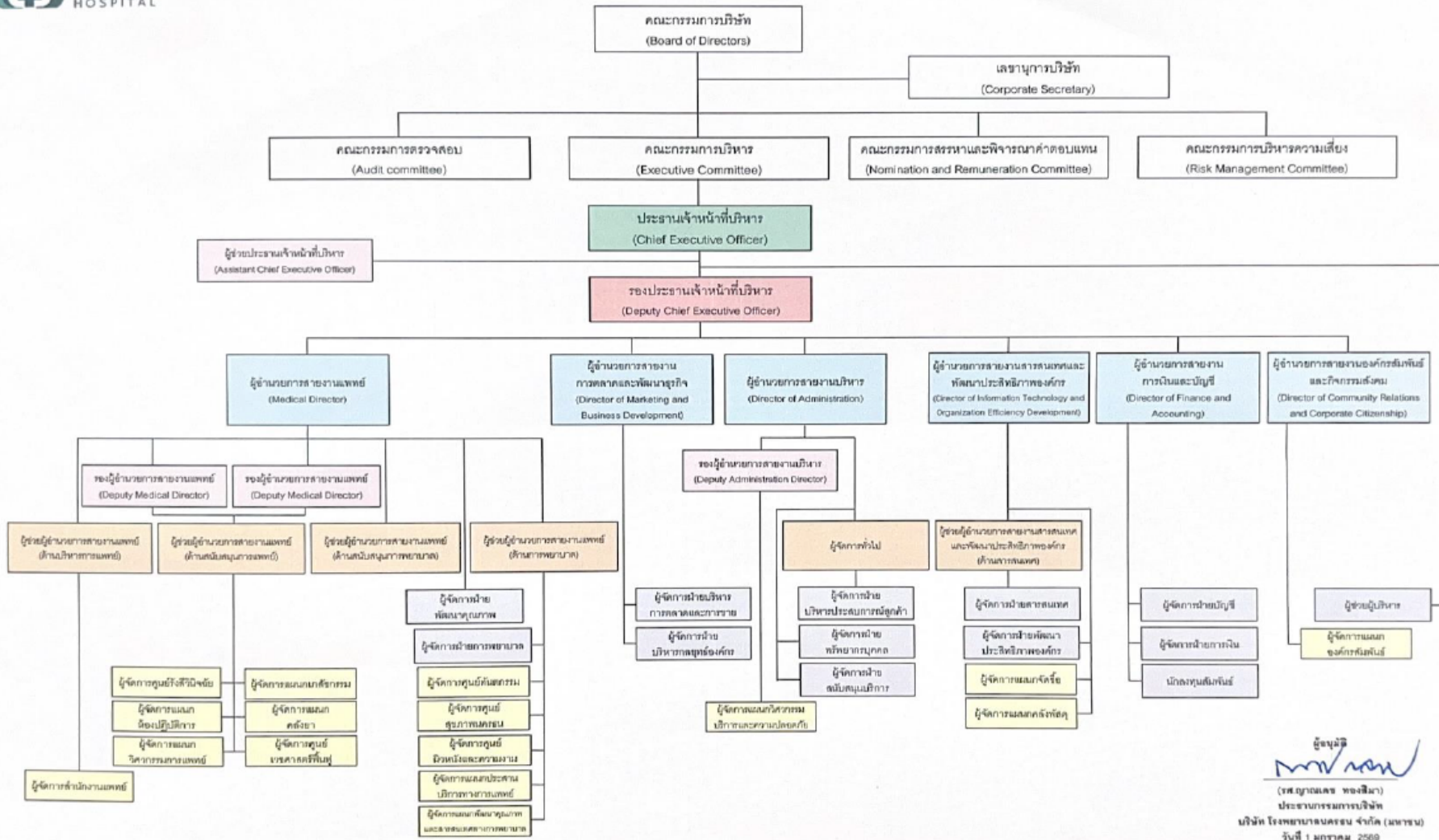
Corporate governance structure

Corporate governance structure diagram

Corporate governance structure as of date : 1 Jan 2026



โครงสร้างการบริหารงาน บริษัท โรงพยาบาลนครธน จำกัด (มหาชน)



ผู้ลงนาม
 (รศ.ญาณเดช ทองสีมา)
 ประธานกรรมการบริษัท
 บริษัท โรงพยาบาลนครธน จำกัด (มหาชน)
 วันที่ 1 มกราคม 2569

Organization Chart of Nakornthon Hospital Public Company Limited

Information on the board of directors

Information on the board of directors

Composition of the board of directors

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

| | 2023 | | 2024 | | 2025 | |
|---|----------|------------|----------|------------|----------|------------|
| | Male (%) | Female (%) | Male (%) | Female (%) | Male (%) | Female (%) |
| Total directors | 100.00 | | 100.00 | | 100.00 | |
| | 55.56 | 44.44 | 66.67 | 33.33 | 58.33 | 41.67 |
| Executive directors | 0.00 | | 33.33 | | 25.00 | |
| | 0.00 | 0.00 | 16.67 | 16.67 | 8.33 | 16.67 |
| Non-executive directors | 44.44 | | 66.67 | | 75.00 | |
| | 33.33 | 11.11 | 50.00 | 16.67 | 50.00 | 25.00 |
| Independent directors | 44.44 | | 33.33 | | 33.33 | |
| | 33.33 | 11.11 | 25.00 | 8.33 | 25.00 | 8.33 |
| Non-executive directors who have no position in independent directors | 0.00 | | 33.33 | | 41.67 | |
| | 0.00 | 0.00 | 25.00 | 8.33 | 25.00 | 16.67 |

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

| | 2023 | | 2024 | | 2025 | |
|-----------------------------------|--------------|----------------|--------------|----------------|--------------|----------------|
| | Male (years) | Female (years) | Male (years) | Female (years) | Male (years) | Female (years) |
| Average age of board of directors | 0 | | 64 | | 65 | |
| | 0 | 0 | 68 | 58 | 68 | 61 |

The information on each director and controlling person

List of the board of directors

| List of directors | Position | First appointment date of director | Skills and expertise |
|--|--|------------------------------------|--|
| <p>1. Mr. YANDHET THONGSIMA Gender: Male Age : 78 years Highest level of education : Master's degree Study field of the highest level of education : Economics Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Have Legal offenses in the past 5 years ^(*) : Doesnt Have DAP course : Yes DCP course : No</p> <p>Shareholding in the company</p> <ul style="list-style-type: none"> • Direct shareholding : 600,000 Shares (0.112150 %) | <p>Chairman of the board of directors (Non-executive directors)</p> <p>Authorized directors as per the companys certificate of registration : Yes</p> <p>Type of director : Existing director</p> | <p>1 Oct 2019</p> | <p>Economics, Property Development, Corporate Social Responsibility, Negotiation, Leadership</p> |

| List of directors | Position | First appointment date of director | Skills and expertise |
|---|--|------------------------------------|---|
| <p>2. Mr. SIRITHEP THONGSIMA Gender: Male Age : 73 years Highest level of education : Below a bachelor's degree Study field of the highest level of education : Engineering Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Have Legal offenses in the past 5 years ^(*) : Doesnt Have DAP course : Yes DCP course : No</p> <p>Shareholding in the company</p> <ul style="list-style-type: none"> • Direct shareholding : 400,000 Shares (0.074766 %) | <p>Director (Non-executive directors)</p> <p>Authorized directors as per the companys certificate of registration : Yes</p> <p>Type of director : Existing director</p> | <p>28 Apr 2020</p> | <p>Industrial Materials & Machinery, Automotive, Property Development, Sustainability</p> |

| List of directors | Position | First appointment date of director | Skills and expertise |
|---|--|------------------------------------|---|
| <p>3. Ms. YAOWARED THONGSIMA Gender: Female Age : 58 years Highest level of education : Master's degree Study field of the highest level of education : Economics Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Have Legal offenses in the past 5 years ^(*) : Doesnt Have DAP course : Yes DCP course : No</p> <p>Shareholding in the company</p> <ul style="list-style-type: none"> • Direct shareholding : 5,256,200 Shares (0.982467 %) | <p>Director (Executive directors)</p> <p>Authorized directors as per the companys certificate of registration : Yes</p> <p>Type of director : Existing director</p> | 27 Apr 2021 | Economics, Human Resource Management, Corporate Social Responsibility, Sustainability |

| List of directors | Position | First appointment date of director | Skills and expertise |
|--|--|------------------------------------|---|
| <p>4. Ms. PATCHANEE THONGSIMA Gender: Female Age : 71 years Highest level of education : Below a bachelor's degree Study field of the highest level of education : Finance Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Have Legal offenses in the past 5 years ^(*) : Doesnt Have DAP course : Yes DCP course : No</p> <p>Shareholding in the company</p> <ul style="list-style-type: none"> • Direct shareholding : 3,050,000 Shares (0.570093 %) | <p>Director (Non-executive directors)</p> <p>Authorized directors as per the companys certificate of registration : Yes</p> <p>Type of director : Existing director</p> | 29 Apr 2022 | Business Administration, Finance & Securities, Property Development, Commerce |

| List of directors | Position | First appointment date of director | Skills and expertise |
|---|---|------------------------------------|--|
| <p>5. Mr. PRAVIT ASAWANONDA Gender: Male Age : 61 years Highest level of education : Doctoral degree Study field of the highest level of education : Medicine Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesnt Have Legal offenses in the past 5 years ^(*) : Doesnt Have DAP course : Yes DCP course : No</p> <p>Shareholding in the company</p> <ul style="list-style-type: none"> • Direct shareholding : 40,000 Shares (0.007477 %) | <p>Director (Non-executive directors, Independent director)</p> <p>Authorized directors as per the companys certificate of registration : No</p> <p>Type of director : Existing director</p> | 30 Jan 2023 | Health Care Services, Leadership, Personal Products & Pharmaceuticals, Corporate Social Responsibility |

| List of directors | Position | First appointment date of director | Skills and expertise |
|---|---|------------------------------------|---|
| <p>6. Mr. RAWAT CHAMCHALERM Gender: Male Age : 81 years Highest level of education : Doctoral degree Study field of the highest level of education : Law Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesnt Have Legal offenses in the past 5 years ^(*) : Doesnt Have DAP course : Yes DCP course : No</p> <p>Shareholding in the company</p> <ul style="list-style-type: none"> • Direct shareholding : 350,000 Shares (0.065421 %) | <p>Director (Non-executive directors, Independent director)</p> <p>Authorized directors as per the companys certificate of registration : No</p> <p>Type of director : Existing director</p> | 30 Jan 2023 | Law, Negotiation, Audit, Professional Services, Corporate Social Responsibility |

| List of directors | Position | First appointment date of director | Skills and expertise |
|--|---|------------------------------------|---|
| <p>7. Mr. SUCHIN PHONGSAK Gender: Male Age : 82 years Highest level of education : Master's degree Study field of the highest level of education : Operations research Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesnt Have Legal offenses in the past 5 years ^(*) : Doesnt Have DAP course : Yes DCP course : Yes</p> <p>Shareholding in the company</p> <ul style="list-style-type: none"> • Direct shareholding : 600,000 Shares (0.112150 %) | <p>Director (Non-executive directors, Independent director)</p> <p>Authorized directors as per the companys certificate of registration : No</p> <p>Type of director : Existing director</p> | 30 Jan 2023 | Accounting, Finance, Insurance, Commerce, Professional Services |

| List of directors | Position | First appointment date of director | Skills and expertise |
|---|---|------------------------------------|---|
| <p>8. Mrs. SUNIT VISUTHIKOSOL Gender: Female Age : 61 years Highest level of education : Master's degree Study field of the highest level of education : MBA Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesnt Have Legal offenses in the past 5 years ^(*) : Doesnt Have DAP course : Yes DCP course : No</p> <p>Shareholding in the company</p> <ul style="list-style-type: none"> • Direct shareholding : 0 Shares (0.000000 %) • Shareholding by persons related to the directors, executives according to Section 59 ^(**) : 0 Shares (0.000000 %) | <p>Director (Non-executive directors, Independent director)</p> <p>Authorized directors as per the companys certificate of registration : No</p> <p>Type of director : Existing director</p> | 30 Jan 2023 | Business Administration, Banking, Finance & Securities, Accounting, Finance |

| List of directors | Position | First appointment date of director | Skills and expertise |
|--|--|------------------------------------|--|
| <p>9. Ms. SIREMON THONGSIMA Gender: Female Age : 45 years Highest level of education : Master's degree Study field of the highest level of education : Medicine Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Have Legal offenses in the past 5 years^(*) : Doesnt Have DAP course : Yes DCP course : No</p> <p>Shareholding in the company</p> <ul style="list-style-type: none"> Direct shareholding : 100,000 Shares (0.018692 %) | <p>Director (Executive directors)</p> <p>Authorized directors as per the companys certificate of registration : Yes</p> <p>Type of director : Existing director</p> | 30 Jan 2023 | Health Care Services, Data Analysis, Project Management, Data Management, Corporate Management |

| List of directors | Position | First appointment date of director | Skills and expertise |
|---|--|------------------------------------|--|
| <p>10. Mr. PONGSKORN SAIPETCH Gender: Male Age : 56 years Highest level of education : Doctoral degree Study field of the highest level of education : Biomedical Physics Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Have Legal offenses in the past 5 years ^(*) : Doesnt Have DAP course : Yes DCP course : No</p> <p>Shareholding in the company</p> <ul style="list-style-type: none"> • Direct shareholding : 6,580,000 Shares (1.229907 %) | <p>Director (Non-executive directors)</p> <p>Authorized directors as per the companys certificate of registration : Yes</p> <p>Type of director : Existing director</p> | <p>12 Mar 2024</p> | <p>Property Development, Health Care Services, Leadership, Sustainability, Corporate Social Responsibility</p> |

| List of directors | Position | First appointment date of director | Skills and expertise |
|---|---|------------------------------------|---|
| <p>11. Mr. PIYADETH THONGSIMA Gender: Male Age : 43 years Highest level of education : Master's degree Study field of the highest level of education : Computer Science Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Have Legal offenses in the past 5 years ^(*) : Doesnt Have DAP course : Yes DCP course : No</p> <p>Shareholding in the company</p> <ul style="list-style-type: none"> • Direct shareholding : 230,000 Shares (0.042991 %) | <p>Director (Executive directors)</p> <p>Authorized directors as per the companys certificate of registration : Yes</p> <p>Type of director : Existing director</p> | <p>12 Mar 2024</p> | <p>Electronic Components, Information & Communication Technology, Procurement</p> |

| List of directors | Position | First appointment date of director | Skills and expertise |
|---|---|------------------------------------|---|
| <p>12. Mrs. UDOMPORN SAIPETCH Gender: Female Age : 69 years Highest level of education : Bachelor's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Have Legal offenses in the past 5 years ^(*) : Doesnt Have DAP course : No DCP course : No</p> <p>Shareholding in the company</p> <ul style="list-style-type: none"> Direct shareholding : 2,000,000 Shares (0.373832 %) | <p>Director (Non-executive directors)</p> <p>Authorized directors as per the companys certificate of registration : Yes</p> <p>Type of director : Newly appointed director not being replaced the ex-director</p> | 26 Jun 2025 | Property Development, Business Administration, Finance & Securities |

Additional explanation:

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

(1) Dishonest act or gross negligence

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

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

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

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

| List of directors | Position | Date of resignation / termination | Replacement director |
|-------------------|----------|-----------------------------------|----------------------|
|-------------------|----------|-----------------------------------|----------------------|

| List of directors | Position | Date of resignation / termination | Replacement director |
|--|--|-----------------------------------|---|
| <p>1. Mr. WISAN SAIPETCH Gender: Male Age : 75 years Highest level of education : Doctoral degree Study field of the highest level of education : Buddhism Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Have Legal offenses in the past 5 years ^(*) : Doesnt Have DAP course : Yes DCP course : No</p> <p>Shareholding in the company</p> <ul style="list-style-type: none"> Direct shareholding : 2,400,000 Shares (0.448598 %) | <p>Director (Executive directors)</p> <p>Authorized directors as per the companys certificate of registration : Yes</p> | 26 Jun 2025 | <p>Mrs. UDOMPORN SAIPETCH</p> <p>Appointment date of replacement director : 26 Jun 2025</p> |

Additional explanation:

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

(1) Dishonest act or gross negligence

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

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

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

List of the board of directors by position

| List of the board of directors | Position | Executive directors | Non-executive directors | Independent directors | Non-executive directors who have no position in independent directors | Authorized directors as per the companys certificate of registration |
|--------------------------------|----------|---------------------|-------------------------|-----------------------|---|--|
| Total (persons) | | 3 | 9 | 4 | 5 | 8 |

| List of the board of directors | Position | Executive directors | Non-executive directors | Independent directors | Non-executive directors who have no position in independent directors | Authorized directors as per the companys certificate of registration |
|--------------------------------|------------------------------------|---------------------|-------------------------|-----------------------|---|--|
| 1. Mr. YANDHET THONGSIMA | Chairman of the board of directors | | ✓ | | ✓ | ✓ |
| 2. Mr. SIRITHEP THONGSIMA | Director | | ✓ | | ✓ | ✓ |
| 3. Ms. YAOWARED THONGSIMA | Director | ✓ | | | | ✓ |
| 4. Ms. PATCHANEE THONGSIMA | Director | | ✓ | | ✓ | ✓ |
| 5. Mr. PRAVIT ASAWANONDA | Director | | ✓ | ✓ | | |
| 6. Mr. RAWAT CHAMCHALERM | Director | | ✓ | ✓ | | |
| 7. Mr. SUCHIN PHONGSAK | Director | | ✓ | ✓ | | |
| 8. Mrs. SUNIT VISUTHIKOSOL | Director | | ✓ | ✓ | | |
| 9. Ms. SIREMON THONGSIMA | Director | ✓ | | | | ✓ |
| 10. Mr. PONGSKORN SAIPETCH | Director | | ✓ | | ✓ | ✓ |
| 11. Mr. PIYADETH THONGSIMA | Director | ✓ | | | | ✓ |
| 12. Mrs. UDOMPORN SAIPETCH | Director | | ✓ | | ✓ | ✓ |
| Total (persons) | | 3 | 9 | 4 | 5 | 8 |

| List of the board of directors | Position | Executive directors | Non-executive directors | Independent directors | Non-executive directors who have no position in independent directors | Authorized directors as per the companys certificate of registration |
|--------------------------------|----------|---------------------|-------------------------|-----------------------|---|--|
| Total (persons) | | 3 | 9 | 4 | 5 | 8 |

Overview of director skills and expertise

| Skills and expertise | Number (persons) | Percent (%) |
|--|------------------|-------------|
| 1. Economics | 2 | 16.67 |
| 2. Personal Products & Pharmaceuticals | 1 | 8.33 |
| 3. Banking | 1 | 8.33 |
| 4. Finance & Securities | 3 | 25.00 |
| 5. Insurance | 1 | 8.33 |
| 6. Automotive | 1 | 8.33 |
| 7. Industrial Materials & Machinery | 1 | 8.33 |
| 8. Property Development | 5 | 41.67 |
| 9. Commerce | 2 | 16.67 |
| 10. Health Care Services | 3 | 25.00 |
| 11. Professional Services | 2 | 16.67 |
| 12. Electronic Components | 1 | 8.33 |
| 13. Information & Communication Technology | 1 | 8.33 |
| 14. Law | 1 | 8.33 |
| 15. Accounting | 2 | 16.67 |

| Skills and expertise | Number (persons) | Percent (%) |
|-------------------------------------|------------------|-------------|
| 16. Finance | 2 | 16.67 |
| 17. Corporate Social Responsibility | 5 | 41.67 |
| 18. Human Resource Management | 1 | 8.33 |
| 19. Sustainability | 3 | 25.00 |
| 20. Procurement | 1 | 8.33 |
| 21. Data Management | 1 | 8.33 |
| 22. Data Analysis | 1 | 8.33 |
| 23. Negotiation | 2 | 16.67 |
| 24. Project Management | 1 | 8.33 |
| 25. Corporate Management | 1 | 8.33 |
| 26. Leadership | 3 | 25.00 |
| 27. Audit | 1 | 8.33 |
| 28. Business Administration | 3 | 25.00 |

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

| | 2023 | 2024 | 2025 |
|--|------|------|------|
| The chairman of the board and the highest-ranking executive are from the same person | - | No | No |
| The chairman of the board is an independent director | - | No | No |
| The chairman of the board and the highest-ranking executive are from the same family | - | No | No |
| Chairman is a member of the executive board or taskforce | - | Yes | No |

| | 2023 | 2024 | 2025 |
|--|------|------|------|
| The company appoints at least one independent director to determine the agenda of the board of directors meeting | - | Yes | Yes |

Additional explanation :

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

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

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

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

Methods of balancing power between the board of directors and Management : Increasing the proportion of independent directors to more than half

There are a total of 12 members on the Board of Directors, including 4 independent directors.

Information on the roles and duties of the board of directors

Board charter : Have

The Board of Directors plays a crucial role in overseeing the company's management, setting objectives, vision, mission, policies, key goals, and business strategies for the best interests of the company and its shareholders. It monitors the operations of various subcommittees, management, and ensures fair treatment of stakeholders under the principles of good corporate governance. Additionally, the Board holds the authority, duties, and responsibilities as stipulated by laws, regulations, objectives, and resolutions of the company's shareholders' meetings.

Information on subcommittees

Information on subcommittees

Information on roles of subcommittees

Roles of subcommittees

Board of Directors

Role

- Others
- Supervise the management of the company

Scope of authorities, role, and duties

The Board of Directors plays a vital role in overseeing the management of the Company, as well as in establishing its objectives and strategic vision.

Reference link for the charter

-

Audit Committee

Role

- Others
- Assist and support the Board of Directors in performing its duties

Scope of authorities, role, and duties

The Audit Committee was established to support the Board of Directors in fulfilling its oversight responsibilities. Its duties include reviewing and monitoring the Company's management, providing opinions and conducting reviews of financial reports and financial statement disclosures, overseeing the internal control system, ensuring compliance with applicable laws and regulations, safeguarding the independence of the internal audit function, considering the selection of the external auditor, reviewing connected transactions or transactions that may give rise to conflicts of interest, and conducting self-assessments in relation to anti-corruption measures under the Thai Private Sector Collective Action Against Corruption (CAC). These responsibilities aim to ensure that the Company's operations and disclosures are transparent and reliable.

Reference link for the charter

-

Executive Committee

Role

- Others
- Administrative governance oversight

Scope of authorities, role, and duties

The Executive Committee was established to support the Board of Directors in managing the Company's operations in accordance with the policies, objectives, business plans, the Company's Articles of Association, work regulations, directives, and budget, within the scope of authority delegated by the Board of Directors.

Reference link for the charter

-

Nomination and Compensation Committee

Role

- Director and executive nomination
- Remuneration

Scope of authorities, role, and duties

The Nomination and Remuneration Committee is established to support the Board of Directors in selecting qualified individuals for the positions of directors, subcommittee members, and the Chief Executive Officer. Additionally, the

committee is responsible for reviewing policies, frameworks, and compensation structures for directors, subcommittee members, and the Chief Executive Officer. These recommendations are then submitted to the Board of Directors and/or the shareholders' meeting for further consideration and approval, as applicable.

Reference link for the charter

-

Risk Management Committee

Role

- Risk management

Scope of authorities, role, and duties

The Risk Management Committee is established with the objective of supporting the Board of Directors in formulating risk management policies that comprehensively cover the entire organization. This is based on the fundamental principles of good corporate governance and the international risk management framework (COSO Enterprise Risk Management Framework: COSO ERM). The committee's responsibilities include identifying risks, proposing preventive measures, and mitigating potential impacts on the company's business appropriately.

Reference link for the charter

-

Information on each subcommittee

List of audit committee

| List of directors | Position | Appointment date of audit committee member | Skills and expertise |
|---|---|--|---|
| 1. Mr. RAWAT CHAMCHALERM Gender: Male Age : 81 years Highest level of education : Doctoral degree Study field of the highest level of education : Law Thai nationality : Yes Residence in Thailand : Yes Expertise in accounting information review : No | Chairman of the audit committee (Non-executive directors, Independent director) Director type : Existing director | 30 Jan 2023 | Law, Negotiation, Audit, Professional Services, Corporate Social Responsibility |

| List of directors | Position | Appointment date of audit committee member | Skills and expertise |
|---|--|--|--|
| <p>2. Mr. SUCHIN PHONGSAK</p> <p>Gender: Male</p> <p>Age : 82 years</p> <p>Highest level of education : Master's degree</p> <p>Study field of the highest level of education : Operations research</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Expertise in accounting information review : No</p> | <p>Member of the audit committee</p> <p>(Non-executive directors, Independent director)</p> <p>Director type : Existing director</p> | 30 Jan 2023 | Accounting, Finance, Insurance, Commerce, Professional Services |
| <p>3. Mr. PRAVIT ASAWANONDA</p> <p>Gender: Male</p> <p>Age : 61 years</p> <p>Highest level of education : Doctoral degree</p> <p>Study field of the highest level of education : Medicine</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Expertise in accounting information review : No</p> | <p>Member of the audit committee</p> <p>(Non-executive directors, Independent director)</p> <p>Director type : Existing director</p> | 30 Jan 2023 | Health Care Services, Leadership, Personal Products & Pharmaceuticals, Corporate Social Responsibility |
| <p>4. Mrs. SUNIT VISUTHIKOSOL^(*)</p> <p>Gender: Female</p> <p>Age : 61 years</p> <p>Highest level of education : Master's degree</p> <p>Study field of the highest level of education : MBA</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Expertise in accounting information review : Yes</p> | <p>Member of the audit committee</p> <p>(Non-executive directors, Independent director)</p> <p>Director type : Existing director</p> | 30 Jan 2023 | Business Administration, Banking, Finance & Securities, Accounting, Finance |

Additional explanation :

(*) Directors with expertise in accounting information review

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

List of executive committee members

| List of committee members | Position | Appointment date of executive committee member |
|--|---|--|
| <p>1. Mr. WISAN SAIPETCH Gender: Male Age : 75 years Highest level of education : Doctoral degree Study field of the highest level of education : Buddhism Thai nationality : Yes Residence in Thailand : Yes</p> | <p>The chairman of the executive committee</p> | <p>12 Mar 2024</p> |
| <p>2. Mr. Viroj Kawinwonggowit Gender: Male Age : 70 years Highest level of education : Master's degree Study field of the highest level of education : Medicine Thai nationality : Yes Residence in Thailand : Yes</p> | <p>Vice-chairman of the executive committee</p> | <p>12 Mar 2024</p> |
| <p>3. Mr. Thawatchai Thongsima Gender: Male Age : 60 years Highest level of education : Master's degree Study field of the highest level of education : Political Science Thai nationality : Yes Residence in Thailand : Yes</p> | <p>Member of the executive committee</p> | <p>12 Mar 2024</p> |

| List of committee members | Position | Appointment date of executive committee member |
|--|--|--|
| <p>4. Ms. YAOWARED THONGSIMA Gender: Female Age : 58 years Highest level of education : Master's degree Study field of the highest level of education : Economics Thai nationality : Yes Residence in Thailand : Yes</p> | <p>Member of the executive committee</p> | <p>12 Mar 2025</p> |
| <p>5. Ms. Pensiri Thongsima Gender: Female Age : 47 years Highest level of education : Master's degree Study field of the highest level of education : Management Thai nationality : Yes Residence in Thailand : Yes</p> | <p>Member of the executive committee</p> | <p>12 Mar 2024</p> |
| <p>6. Ms. Supawadee Loykaew Gender: Female Age : 47 years Highest level of education : Master's degree Study field of the highest level of education : Accounting Thai nationality : Yes Residence in Thailand : Yes</p> | <p>Member of the executive committee</p> | <p>12 Mar 2024</p> |
| <p>7. Ms. SIREMON THONGSIMA Gender: Female Age : 45 years Highest level of education : Master's degree Study field of the highest level of education : Medicine Thai nationality : Yes Residence in Thailand : Yes</p> | <p>Member of the executive committee</p> | <p>12 Mar 2024</p> |

| List of committee members | Position | Appointment date of executive committee member |
|---|--|--|
| <p>8. Mrs. Mayuree Phophichitra Gender: Female Age : 63 years Highest level of education : Master's degree Study field of the highest level of education : Medicine Thai nationality : Yes Residence in Thailand : Yes</p> | <p>Member of the executive committee</p> | <p>12 Mar 2024</p> |
| <p>9. Mr. Sompong Thongsima Gender: Male Age : 45 years Highest level of education : Bachelor's degree Study field of the highest level of education : Medicine Thai nationality : Yes Residence in Thailand : Yes</p> | <p>Member of the executive committee</p> | <p>12 Mar 2024</p> |
| <p>10. Mr. PIYADETH THONGSIMA Gender: Male Age : 43 years Highest level of education : Master's degree Study field of the highest level of education : Computer Science Thai nationality : Yes Residence in Thailand : Yes</p> | <p>Member of the executive committee</p> | <p>12 Mar 2024</p> |
| <p>11. Mr. Simathong Thongsima Gender: Male Age : 41 years Highest level of education : Bachelor's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residence in Thailand : No</p> | <p>Member of the executive committee</p> | <p>12 Mar 2024</p> |

| List of committee members | Position | Appointment date of executive committee member |
|--|-----------------------------------|--|
| 12. Mr. Gla Saipetch Gender: Male Age : 37 years Highest level of education : Bachelor's degree Study field of the highest level of education : Retailing Thai nationality : Yes Residence in Thailand : Yes | Member of the executive committee | 12 Mar 2024 |
| 13. Mrs. Sompen Thongsima Gender: Female Age : 70 years Highest level of education : Below a bachelor's degree Study field of the highest level of education : Accounting Thai nationality : Yes Residence in Thailand : Yes | Member of the executive committee | 12 Mar 2024 |

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

Other Subcommittees

| Subcommittee name | Name list | Position |
|---------------------------------------|------------------------|--|
| Nomination and Compensation Committee | Mr. PRAVIT ASAWANONDA | The chairman of the subcommittee (Independent director) |
| | Mr. SUCHIN PHONGSAK | Member of the subcommittee (Independent director) |
| | Ms. YAOWARED THONGSIMA | Member of the subcommittee |
| Risk Management Committee | Mr. RAWAT CHAMCHALERM | The chairman of the subcommittee (Independent director) |
| | Mr. WISAN SAIPETCH | Member of the subcommittee |

| Subcommittee name | Name list | Position |
|-------------------|-------------------------|--|
| | Ms. SIREMON THONGSIMA | Member of the subcommittee |
| | Mrs. SUNIT VISUTHIKOSOL | Member of the subcommittee (Independent director) |

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

| Subcommittee name | Name list | Position | Date of resignation / termination | Replacement committee member |
|---------------------------|--------------------|--|-----------------------------------|--|
| Risk Management Committee | Mr. WISAN SAIPETCH | Member of the subcommittee (Independent director) | 26 Jun 2025 | Mrs. SUNIT VISUTHIKOSOL Appointment date of replacement committee member : 26 Jun 2025 |

Information on the executives

Information on the executives

List and positions of the executive

List of the highest-ranking executive and the next four executives

| List of executives | Position | First appointment date | Skills and expertise |
|--------------------|----------|------------------------|----------------------|
|--------------------|----------|------------------------|----------------------|

| List of executives | Position | First appointment date | Skills and expertise |
|--|-----------------------------|------------------------|--|
| <p>1. Ms. SIREMON THONGSIMA Gender: Female Age : 45 years Highest level of education : Master's degree Study field of the highest level of education : Medicine Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : No</p> | Director of Medical Affairs | 30 Jan 2023 | Health Care Services, Data Analysis, Project Management, Data Management, Corporate Management |
| <p>2. Mr. WISAN SAIPETCH Gender: Male Age : 75 years Highest level of education : Doctoral degree Study field of the highest level of education : Buddhism Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : No</p> | Chief Executive Officer | 12 Mar 2024 | Property Development, Engineering, Architecture, Leadership, Governance/ Compliance |

| List of executives | Position | First appointment date | Skills and expertise |
|--|--------------------------------|------------------------|--|
| <p>3. Mr. Viroj Kawinwonggowit</p> <p>Gender: Male</p> <p>Age : 70 years</p> <p>Highest level of education : Master's degree</p> <p>Study field of the highest level of education : Medicine</p> <p>Thai nationality : Yes</p> <p>Residing in Thailand : Yes</p> <p>Highest responsibility in corporate accounting and finance : No</p> <p>Accounting supervisor : No</p> | Deputy Chief Executive Officer | 12 Mar 2024 | Health Care Services, Corporate Social Responsibility, Human Resource Management, Procurement, Data Analysis |
| <p>4. Ms. YAOWARED THONGSIMA^(***)</p> <p>Gender: Female</p> <p>Age : 58 years</p> <p>Highest level of education : Master's degree</p> <p>Study field of the highest level of education : Economics</p> <p>Thai nationality : Yes</p> <p>Residing in Thailand : Yes</p> <p>Highest responsibility in corporate accounting and finance : No</p> <p>Accounting supervisor : No</p> | Director of Administration | 12 Mar 2024 | Economics, Human Resource Management, Corporate Social Responsibility, Sustainability |

| List of executives | Position | First appointment date | Skills and expertise |
|---|----------|------------------------|---|
| 5. Ms. Supawadee Loykaew ^(*) ^(**) ^(***) Gender: Female Age : 47 years Highest level of education : Master's degree Study field of the highest level of education : Accounting Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : Yes Accounting supervisor : Yes | CFO | 12 Mar 2024 | Accounting, Finance, Data Analysis, Statistics, Budgeting |

Additional Explanation :

(*) Highest responsibility in corporate accounting and finance

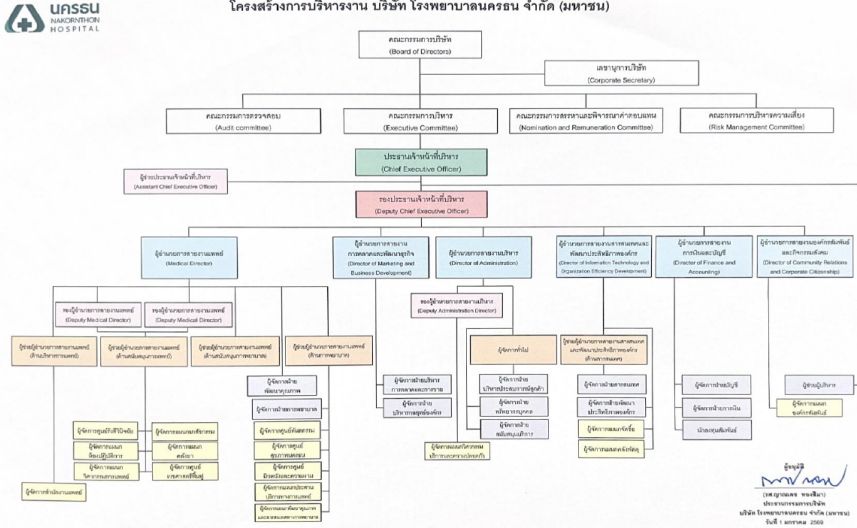
(**) Accounting supervisor

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

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

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

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



Remuneration policy for executive directors and executives

(1) Propose the policy framework and compensation structure (both monetary and non-monetary) for directors, subcommittee members, and the Chief Executive Officer. This includes fixed compensation (e.g., retainers, meeting

allowances) and performance-based compensation (e.g., bonuses, gratuities, rewards). The proposal considers changes and trends in compensation, ensuring appropriateness, fairness, and legal compliance before submission to the Board of Directors for approval.

(2) Review the compensation for directors, subcommittee members, and the Chief Executive Officer in accordance with the established policy framework and compensation structure, and submit it for approval by the Board of Directors and/or the shareholders' meeting, as applicable.

Does the board of directors or the remuneration committee have : Have
 an opinion on the remuneration policy for executive directors and
 executives

Appropriate when compared with the standards and practices of businesses in the same industry.

Remuneration of executive directors and executives

Monetary remuneration of executive directors and executives

| | 2023 | 2024 | 2025 |
|--|--------------|--------------|--------------|
| Total remuneration of executive directors and executives (baht) | 2,364,000.00 | 3,243,000.00 | 2,654,000.00 |

Propose the policy framework and remuneration structure for the Board of Directors, subcommittees, and the Chief Executive Officer, covering both monetary and non-monetary compensation. This includes fixed remuneration (such as monthly remuneration and meeting allowances) as well as performance-based remuneration (such as bonuses, gratuities, and incentives). The proposal takes into consideration changes and trends in compensation practices, ensuring appropriateness, fairness, and compliance with applicable laws and regulations, and is submitted to the Board of Directors for consideration and approval.

Outstanding remuneration or benefits of executive directors and executives

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

Other significant information

Other significant information

Assigned person

List of persons assigned for accounting oversight

| General information | Email | Telephone number |
|-----------------------------|--------------------------|------------------|
| 1. Mrs. Piyarat Fookradueng | piyarat_f@nakornthon.com | - |

List of the company secretary

| General information | Email | Telephone number |
|----------------------------|----------------------------|------------------|
| 1. Ms. Tanuttorn Thongsima | tanuttorn_t@nakornthon.com | - |

List of the head of internal audit or outsourced internal auditor

| General information | Email | Telephone number |
|---------------------------|--------------------|------------------|
| 1. Ms. Anutsaya Raksasorn | anutsaya@dir.co.th | - |

List of the head of the compliance unit

Head of investor relations

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

List of the head of investor relations

| General information | Email | Telephone number |
|----------------------------|----------------------------|------------------|
| 1. Mr. Simathong Thongsima | simathong_t@nakornthon.com | - |

Company's auditor

Details of the companys auditor

| Audit firms | Audit fee (Baht) | Other service fees | Names and general information of auditors |
|---|------------------|--------------------|---|
| EY OFFICE LIMITED NO. 1875 ONE BANGKOK TOWER 3, LEVEL 34 - 37, RAMA 4 ROAD, LUMPHINI PATHUM WAN Bangkok 10330 Telephone number +66 2264 9090 | 290,000.00 | - | - |

Assigned personnel in case of a foreign company

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

List of designated individuals as representatives in Thailand

Performance Report on Corporate Governance

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

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

Operations proceeded smoothly.

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

Information about the selection of the board of directors

List of directors whose terms have ended and have been reappointed

List of newly appointed director to replace the ex-director

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

| List of directors | Position | First appointment date of director | Skills and expertise |
|------------------------|----------|------------------------------------|---|
| Mrs. UDOMPORN SAIPETCH | Director | 26 Jun 2025 | Property Development, Business Administration, Finance & Securities |

Selection of independent directors

Criteria for selecting independent directors

(1) Consider and select individuals with appropriate knowledge, experience, and expertise for the positions of director, sub-committee director, and Chief Executive Officer, to be nominated for the Board of Directors' consideration and appointment, and/or to be proposed to

the Shareholders' Meeting for further consideration and appointment (as the case may be).

(2) Consider and review the independence qualifications of each independent director to ensure that the company's independent directors are independent and fully qualified according to the relevant criteria.

Business or professional relationships of independent directors over the past year

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

Selection of directors and the highest-ranking executive

Method for selecting directors and the highest-ranking executive

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

Number of directors from major shareholders

- Number of directors from each group of major shareholders over the past year (persons) : 0

Rights of minority shareholders on director appointment

-

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

Setting qualifications for the selection of directors

Details of qualifications for the selection of directors

Information on the development of directors

Development of directors over the past year

Details of the development of directors over the past year

| List of directors | Participation in training in the past financial year | History of training participation |
|--|--|---|
| 1. Mr. YANDHET THONGSIMA (Chairman of the board of directors) | Non-participating | Thai Institute of Directors (IOD) • 2022: Director Accreditation Program (DAP) |
| 2. Mr. SIRITHEP THONGSIMA (Director) | Non-participating | Thai Institute of Directors (IOD) • 2023: Director Accreditation Program (DAP) |
| 3. Ms. YAOWARED THONGSIMA (Director) | Participating | Thai Institute of Directors (IOD) • 2022: Director Accreditation Program (DAP) |
| 4. Ms. PATCHANEE THONGSIMA (Director) | Non-participating | Thai Institute of Directors (IOD) • 2023: Director Accreditation Program (DAP) |
| 5. Mr. PRAVIT ASAWANONDA (Director, Independent director) | Non-participating | Thai Institute of Directors (IOD) • 2023: Director Accreditation Program (DAP) |
| 6. Mr. RAWAT CHAMCHALERM (Director, Independent director) | Non-participating | Thai Institute of Directors (IOD) • 2004: Director Accreditation Program (DAP) |
| 7. Mr. SUCHIN PHONGSAK (Director, Independent director) | Non-participating | Thai Institute of Directors (IOD) • 2018: Director Accreditation Program (DAP) |
| 8. Mrs. SUNIT VISUTHIKOSOL (Director, Independent director) | Non-participating | Thai Institute of Directors (IOD) • 2023: Director Accreditation Program (DAP) |
| 9. Ms. SIREMON THONGSIMA (Director) | Non-participating | Thai Institute of Directors (IOD) • 2023: Director Accreditation Program (DAP) |

| List of directors | Participation in training in the past financial year | History of training participation |
|---|--|---|
| 10. Mr. PONGSKORN SAIPETCH (Director) | Non-participating | Thai Institute of Directors (IOD) • 2023: Director Accreditation Program (DAP) |
| 11. Mr. PIYADETH THONGSIMA (Director) | Non-participating | Thai Institute of Directors (IOD) • 2023: Director Accreditation Program (DAP) |
| 12. Mrs. UDOMPORN SAIPETCH (Director) | Non-participating | - |

Information on the evaluation of duty performance of directors

Criteria for evaluating the duty performance of the board of directors

In accordance with the principles of good corporate governance for listed companies, it is recommended that the boards of directors and sub-committees of listed companies should continuously conduct self-assessments of their performance annually. This is to enable the board to collectively review their performance and improve their duties and responsibilities to maximize benefits for the company with utmost efficiency and effectiveness.

In order to promote and support listed companies in evaluating their boards of directors and sub-committees in accordance with the principles and practices of good corporate governance, the Stock Exchange of Thailand (SET) has developed guidelines and examples for self-assessment of boards of directors and sub-committees, to serve as a guide for listed companies to adopt and apply.

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

proceed smoothly

Performance evaluation criteria for the executives

Performance evaluation criteria for the executives : Yes

1. The structure and qualifications of the Board of Directors regarding the following matters are appropriate, contributing to the Board's effective performance.
2. The Board meetings have addressed the following matters to enable the Board of Directors to perform its duties effectively during the meetings.
3. The roles, duties, and responsibilities of the Board of Directors have been given sufficient importance, time for consideration, review, and compliance regarding the following matters.
4. Other matters

Information on meeting attendance and remuneration payment to each board member

Meeting attendance and remuneration payment to each board member

Meeting attendance of the board of directors

Meeting attendance of the board of directors

Number of the board of directors meeting over the : 5
 past year (times)
 Date of AGM meeting : 29 Apr 2025
 EGM meeting : No

Details of the board of directors' meeting attendance

| Names of Board members | Meeting attendance of the board of directors | | | AGM meeting attendance | | | EGM meeting attendance | | |
|--|--|---|------------------------|------------------------|---|------------------------|------------------------|---|------------------------|
| | Attendance (times) | / | Meeting rights (times) | Attendance (times) | / | Meeting rights (times) | Attendance (times) | / | Meeting rights (times) |
| 1. Mr. YANDHET THONGSIMA (Chairman of the board of directors) | 5 | / | 5 | 1 | / | 1 | | / | |
| 2. Mr. SIRITHEP THONGSIMA (Director) | 3 | / | 5 | 1 | / | 1 | | / | |
| 3. Ms. YAOWARED THONGSIMA (Director) | 5 | / | 5 | 1 | / | 1 | | / | |
| 4. Ms. PATCHANEE THONGSIMA (Director) | 5 | / | 5 | 1 | / | 1 | | / | |

| Names of Board members | Meeting attendance of the board of directors | | | AGM meeting attendance | | | EGM meeting attendance | | |
|--|--|---|------------------------|------------------------|---|------------------------|------------------------|---|------------------------|
| | Attendance (times) | / | Meeting rights (times) | Attendance (times) | / | Meeting rights (times) | Attendance (times) | / | Meeting rights (times) |
| 5. Mr. PRAVIT ASAWANONDA (Director, Independent director) | 4 | / | 5 | 0 | / | 1 | | / | |
| 6. Mr. RAWAT CHAMCHALERM (Director, Independent director) | 2 | / | 5 | 1 | / | 1 | | / | |
| 7. Mr. SUCHIN PHONGSAK (Director, Independent director) | 5 | / | 5 | 1 | / | 1 | | / | |
| 8. Mrs. SUNIT VISUTHIKOSOL (Director, Independent director) | 5 | / | 5 | 1 | / | 1 | | / | |
| 9. Ms. SIREMON THONGSIMA (Director) | 5 | / | 5 | 1 | / | 1 | | / | |
| 10. Mr. PONGSKORN SAIPETCH (Director) | 4 | / | 5 | 1 | / | 1 | | / | |
| 11. Mr. PIYADETH THONGSIMA (Director) | 5 | / | 5 | 1 | / | 1 | | / | |

| Names of Board members | Meeting attendance of the board of directors | | | AGM meeting attendance | | | EGM meeting attendance | | |
|---------------------------------------|--|---|------------------------|------------------------|---|------------------------|------------------------|---|------------------------|
| | Attendance (times) | / | Meeting rights (times) | Attendance (times) | / | Meeting rights (times) | Attendance (times) | / | Meeting rights (times) |
| 12. Mrs. UDOMPORN SAIPETCH (Director) | 2 | / | 2 | 0 | / | 0 | | / | |
| 13. Mr. WISAN SAIPETCH (Director) | 2 | / | 3 | 1 | / | 1 | | / | |

Summary of the board of directors meeting attendance rate

| Names of directors | Board of directors meeting attendance rate | AGM meeting attendance rate | EGM meeting attendance rate |
|---|--|-----------------------------|-----------------------------|
| 1. Mr. YANDHET THONGSIMA (Chairman of the board of directors) | 5/5 (100.00%) | 1/1 (100.00%) | N/A |
| 2. Mr. SIRITHEP THONGSIMA (Director) | 3/5 (60.00%) | 1/1 (100.00%) | N/A |
| 3. Ms. YAOWARED THONGSIMA (Director) | 5/5 (100.00%) | 1/1 (100.00%) | N/A |
| 4. Ms. PATCHANEE THONGSIMA (Director) | 5/5 (100.00%) | 1/1 (100.00%) | N/A |
| 5. Mr. PRAVIT ASAWANONDA (Director) | 4/5 (80.00%) | 0/1 (0.00%) | N/A |
| 6. Mr. RAWAT CHAMCHALERM (Director) | 2/5 (40.00%) | 1/1 (100.00%) | N/A |
| 7. Mr. SUCHIN PHONGSAK (Director) | 5/5 (100.00%) | 1/1 (100.00%) | N/A |

| Names of directors | Board of directors meeting attendance rate | AGM meeting attendance rate | EGM meeting attendance rate |
|--|--|-----------------------------|-----------------------------|
| 8. Mrs. SUNIT VISUTHIKOSOL (Director) | 5/5 (100.00%) | 1/1 (100.00%) | N/A |
| 9. Ms. SIREMON THONGSIMA (Director) | 5/5 (100.00%) | 1/1 (100.00%) | N/A |
| 10. Mr. PONGSKORN SAIPETCH (Director) | 4/5 (80.00%) | 1/1 (100.00%) | N/A |
| 11. Mr. PIYADETH THONGSIMA (Director) | 5/5 (100.00%) | 1/1 (100.00%) | N/A |
| 12. Mrs. UDOMPORN SAIPETCH (Director) | 2/2 (100.00%) | N/A | N/A |
| 13. Mr. WISAN SAIPETCH (Director) | 2/3 (66.67%) | 1/1 (100.00%) | N/A |
| Average meeting attendance rate | 86.67% | 91.67% | N/A |

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

Engaged in other duties

Remuneration of the board of directors

Types of remuneration of the board of directors

Propose a policy framework and remuneration structure for the work performance (both monetary and non-monetary) of directors, sub-committee members, and the Chief Executive Officer, encompassing both fixed remuneration (e.g., fixed compensation, meeting allowances) and performance-based remuneration (e.g., bonuses, gratuities, awards), while considering changes and trends in compensation, appropriateness, fairness, and legal compliance, for submission to the Board of Directors for consideration and approval.

Remuneration of the board of directors

Details of the remuneration of each director over the past year

| Names of directors / Board of directors | Company | | | | Total monetary remuneration from subsidiaries (Baht) |
|---|-------------------|-----------------------------|-------------------|---------------------------|--|
| | Meeting allowance | Other monetary remuneration | Total (Baht) | Non-monetary remuneration | |
| 1. Mr. YANDHET THONGSIMA (Chairman of the board of directors) | | | 175,000.00 | | N/A |
| Board of Directors (Chairman of the board of directors) | 175,000.00 | N/A | 175,000.00 | - | |
| 2. Mr. SIRITHEP THONGSIMA (Director) | | | 45,000.00 | | N/A |
| Board of Directors (Director) | 45,000.00 | N/A | 45,000.00 | - | |
| 3. Ms. YAOWARED THONGSIMA (Director) | | | 215,000.00 | | N/A |
| Board of Directors (Director) | 75,000.00 | N/A | 75,000.00 | - | |
| Executive Committee (Member of the executive committee) | 120,000.00 | N/A | 120,000.00 | - | |
| Nomination and Compensation Committee (Member of the subcommittee) | 20,000.00 | N/A | 20,000.00 | - | |

| Names of directors / Board of directors | Company | | | | Total monetary remuneration from subsidiaries (Baht) |
|--|-------------------|-----------------------------|-------------------|---------------------------|--|
| | Meeting allowance | Other monetary remuneration | Total (Baht) | Non-monetary remuneration | |
| 4. Ms. PATCHANEE THONGSIMA (Director) | | | 75,000.00 | | N/A |
| Board of Directors (Director) | 75,000.00 | N/A | 75,000.00 | - | |
| 5. Mr. PRAVIT ASAWANONDA (Director, Independent director) | | | 135,000.00 | | N/A |
| Board of Directors (Director) | 60,000.00 | N/A | 60,000.00 | - | |
| Audit Committee (Member of the audit committee) | 45,000.00 | N/A | 45,000.00 | - | |
| Nomination and Compensation Committee (The chairman of the subcommittee) | 30,000.00 | N/A | 30,000.00 | - | |
| 6. Mr. RAWAT CHAMCHALERM (Director, Independent director) | | | 105,000.00 | | N/A |
| Board of Directors (Director) | 30,000.00 | N/A | 30,000.00 | - | |
| Audit Committee (Chairman of the audit committee) | 60,000.00 | N/A | 60,000.00 | - | |

| Names of directors / Board of directors | Company | | | | Total monetary remuneration from subsidiaries (Baht) |
|--|----------------------|-----------------------------------|-------------------|------------------------------|---|
| | Meeting allowance | Other monetary remuneration | Total (Baht) | Non-monetary remuneration | |
| Risk Management Committee (The chairman of the subcommittee) | 15,000.00 | N/A | 15,000.00 | - | |
| 7. Mr. SUCHIN PHONGSAK (Director, Independent director) | | | 155,000.00 | | N/A |
| Board of Directors (Director) | 75,000.00 | N/A | 75,000.00 | - | |
| Audit Committee (Member of the audit committee) | 60,000.00 | N/A | 60,000.00 | - | |
| Nomination and Compensation Committee (Member of the subcommittee) | 20,000.00 | N/A | 20,000.00 | - | |
| 8. Mrs. SUNIT VISUTHIKOSOL (Director, Independent director) | | | 145,000.00 | | N/A |
| Board of Directors (Director) | 75,000.00 | N/A | 75,000.00 | - | |
| Audit Committee (Member of the audit committee) | 60,000.00 | N/A | 60,000.00 | - | |

| Names of directors / Board of directors | Company | | | | Total monetary remuneration from subsidiaries (Baht) |
|---|-------------------|-----------------------------|-------------------|---------------------------|--|
| | Meeting allowance | Other monetary remuneration | Total (Baht) | Non-monetary remuneration | |
| Risk Management Committee (Member of the subcommittee) | 10,000.00 | N/A | 10,000.00 | - | |
| 9. Ms. SIREMON THONGSIMA (Director) | | | 195,000.00 | | N/A |
| Board of Directors (Director) | 75,000.00 | N/A | 75,000.00 | - | |
| Executive Committee (Member of the executive committee) | 110,000.00 | N/A | 110,000.00 | - | |
| Risk Management Committee (Member of the subcommittee) | 10,000.00 | N/A | 10,000.00 | - | |
| 10. Mr. PONGSKORN SAIPETCH (Director) | | | 60,000.00 | | N/A |
| Board of Directors (Director) | 60,000.00 | N/A | 60,000.00 | - | |
| 11. Mr. PIYADETH THONGSIMA (Director) | | | 173,000.00 | | N/A |
| Board of Directors (Director) | 75,000.00 | N/A | 75,000.00 | - | |

| Names of directors / Board of directors | Company | | | | Total monetary remuneration from subsidiaries (Baht) |
|--|-------------------|-----------------------------|-------------------|---------------------------|--|
| | Meeting allowance | Other monetary remuneration | Total (Baht) | Non-monetary remuneration | |
| Executive Committee (Member of the executive committee) | 98,000.00 | N/A | 98,000.00 | - | |
| 12. Mrs. UDOMPORN SAIPETCH (Director) | | | 30,000.00 | | N/A |
| Board of Directors (Director) | 30,000.00 | N/A | 30,000.00 | - | |
| 13. Mr. Viroj Kawinwonggowit (Vice-chairman of the executive committee) | | | 110,000.00 | | N/A |
| Executive Committee (Vice-chairman of the executive committee) | 110,000.00 | N/A | 110,000.00 | - | |
| 14. Mr. Thawatchai Thongsima (Member of the executive committee) | | | 120,000.00 | | N/A |
| Executive Committee (Member of the executive committee) | 120,000.00 | N/A | 120,000.00 | - | |
| 15. Ms. Pensiri Thongsima (Member of the executive committee) | | | 60,000.00 | | N/A |

| Names of directors / Board of directors | Company | | | | Total monetary remuneration from subsidiaries (Baht) |
|--|----------------------|-----------------------------------|-------------------|------------------------------|---|
| | Meeting allowance | Other monetary remuneration | Total (Baht) | Non-monetary remuneration | |
| Executive Committee (Member of the executive committee) | 60,000.00 | N/A | 60,000.00 | - | |
| 16. Ms. Supawadee Loykaew (Member of the executive committee) | | | 120,000.00 | | N/A |
| Executive Committee (Member of the executive committee) | 120,000.00 | N/A | 120,000.00 | - | |
| 17. Mrs. Mayuree Phophichitra (Member of the executive committee) | | | 80,000.00 | | N/A |
| Executive Committee (Member of the executive committee) | 80,000.00 | N/A | 80,000.00 | - | |
| 18. Mr. Sompong Thongsima (Member of the executive committee) | | | 96,000.00 | | N/A |
| Executive Committee (Member of the executive committee) | 96,000.00 | N/A | 96,000.00 | - | |

| Names of directors / Board of directors | Company | | | | Total monetary remuneration from subsidiaries (Baht) |
|--|-------------------|-----------------------------|------------------|---------------------------|--|
| | Meeting allowance | Other monetary remuneration | Total (Baht) | Non-monetary remuneration | |
| 19. Mr. Simathong Thongsima (Member of the executive committee) | | | 55,000.00 | | N/A |
| Executive Committee (Member of the executive committee) | 55,000.00 | N/A | 55,000.00 | - | |
| 20. Mr. Gla Saipetch (Member of the executive committee) | | | 85,000.00 | | N/A |
| Executive Committee (Member of the executive committee) | 85,000.00 | N/A | 85,000.00 | - | |
| 21. Mrs. Sompen Thongsima (Member of the executive committee) | | | 50,000.00 | | N/A |
| Executive Committee (Member of the executive committee) | 50,000.00 | N/A | 50,000.00 | - | |
| 22. Mr. WISAN SAIPETCH (Director) | | | 90,000.00 | | N/A |

| Names of directors / Board of directors | Company | | | | Total monetary remuneration from subsidiaries (Baht) |
|---|-------------------|-----------------------------|--------------|---------------------------|--|
| | Meeting allowance | Other monetary remuneration | Total (Baht) | Non-monetary remuneration | |
| Board of Directors (Director) | 30,000.00 | N/A | 30,000.00 | - | |
| Executive Committee (The chairman of the executive committee) | 60,000.00 | N/A | 60,000.00 | - | |
| Risk Management Committee (Member of the subcommittee) | N/A | N/A | N/A | - | |

Summary of the remuneration of each committee over the past year

| Names of board members | Meeting allowance | Other monetary remuneration | Total (Baht) |
|--|-------------------|-----------------------------|--------------|
| 1. Board of Directors | 880,000.00 | 0.00 | 880,000.00 |
| 2. Audit Committee | 225,000.00 | 0.00 | 225,000.00 |
| 3. Executive Committee | 1,164,000.00 | 0.00 | 1,164,000.00 |
| 4. Nomination and Compensation Committee | 70,000.00 | 0.00 | 70,000.00 |
| 5. Risk Management Committee | 35,000.00 | 0.00 | 35,000.00 |

Summary of the remuneration of the board of directors

| | 2023 | 2024 | 2025 |
|--------------------------|------|--------------|--------------|
| Meeting allowance (Baht) | 0.00 | 2,763,000.00 | 2,374,000.00 |

| | 2023 | 2024 | 2025 |
|------------------------------------|------|--------------|--------------|
| Other monetary remuneration (Baht) | 0.00 | 0.00 | 0.00 |
| Total (Baht) | 0.00 | 2,763,000.00 | 2,374,000.00 |

Remunerations or benefits pending payment to the board of directors

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

Information on corporate governance of subsidiaries and associated companies

Corporate governance of subsidiaries and associated companies

Mechanism for overseeing subsidiaries and associated companies

Does the Company have subsidiaries and associated : Yes
companies

Mechanism for overseeing subsidiaries and : No / In progress
associated companies

Mechanism for overseeing management and taking : Disclosure of financial condition and operating results
responsibility for operations in subsidiaries and
associated companies approved by the board of
directors

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

The monitoring of compliance with corporate governance policy and guidelines

Prevention of conflicts of interest

Operations for conflict of interest prevention over the past year

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

The Company prioritizes the prevention of conflicts of interest by adhering to the principle that any person who is directly or indirectly involved or has an interest in any transactions of the Company and its subsidiaries must not participate in the consideration or approval of such transactions. This is to ensure that decisions regarding the business

operations of the Company and its subsidiaries are made for the utmost benefit of the Company and its shareholders. Therefore, the Company deems it appropriate to establish this policy to ensure that directors, executives, and employees avoid actions that may lead to conflicts of interest, and to require such individuals to inform the Company of their relationship or interest in such transactions, and must not participate in the decision-making process, nor have the authority to approve such transactions.

Number of cases or issues related to conflict of interest

| | 2023 | 2024 | 2025 |
|---|------|------|------|
| Total number of cases or issues related to conflict of interest (cases) | 0 | 0 | 0 |

Prevention of the use of inside information to seek benefits

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

Has the company operated in preventing the use of : No / In progress
inside information to seek benefits over the past year

have the following guidelines:

- (1) Directors, sub-committee members, and executives should refrain from engaging in businesses that are similar or identical to, and compete with, the business of the company and/or its subsidiaries, or from becoming a partner or a shareholder with decision-making power, or holding a position as a director, sub-committee member, executive, or consultant in such businesses, whether for personal gain or for others. This does not apply if the director, sub-committee member, or executive held a position as a director, sub-committee member, executive, or consultant, or was a partner or shareholder in that company prior to becoming a director, sub-committee member, or executive of the company, and had reported this to the Board of Directors' meeting and/or the Shareholders' meeting before their appointment (as the case may be).
- (2) Directors, sub-committee members, and executives should disclose to the company any business transactions or operations that are personal, family-related, or belong to relatives or dependents, which may create a conflict of business interest with the company and/or its subsidiaries, such as:
 - Joint ventures or any interests with business partners of the company or its subsidiaries, or customers of the company or its subsidiaries.
 - Holding any position or acting as a consultant for business partners of the company or its subsidiaries, or customers of the company or its subsidiaries.
 - Trading goods or providing services to the company or its subsidiaries directly or through other persons.
- (3) Directors, sub-committee members, and executives have a duty to disclose and submit information regarding their interests, and related parties promptly, or upon becoming aware of such interests, and to disclose and submit interest information at the end of each year by reporting to the Company Secretary. The Company Secretary must submit this interest report to the Chairman of the Board, the Chairman of the Audit Committee, and the Board of Directors within seven (7) business days from the date of receiving the interest report, or immediately before any transaction is made, to ensure

awareness of relationships and transactions with the company and its subsidiaries that may create conflicts of interest. The company has assigned the Company Secretary the duty to regularly review interest items at the end of each year for directors, executives, and/or related parties, and to present such information to the Audit Committee and the Board of Directors for acknowledgment at least once (1) a year.

(4) Directors, sub-committee members, executives, and employees shall not seek benefits for themselves or others, and shall not disclose assets, confidential information, and/or non-public information of the company or its subsidiaries, such as work plans, revenues, meeting resolutions, business forecasts, or future projects, to the public, whether for personal gain or for others, and regardless of whether such disclosure causes damage to the company or its subsidiaries. They must also strictly adhere to the company's insider trading prevention policy.

(5) Directors, sub-committee members, executives, and employees must adhere to business conduct guidelines and ethical principles, and must not allow personal interests, those of related parties, or close relatives to influence decisions that deviate from principles, with the interests of the company and its subsidiaries being paramount. They must not participate in decisions or approve transactions in which they, related parties, or close relatives have a direct or indirect interest or conflict of interest.

In the event of a transaction where an employee, related party, or close relative of an employee has an interest or conflict of interest, the employee must report such interest to their supervisor on a case-by-case basis.

(6) Directors, sub-committee members, executives, and employees shall not be involved in decisions regarding the recruitment of new personnel who are related to them, in order to ensure transparent and fair consideration.

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

| | 2023 | 2024 | 2025 |
|---|------|------|------|
| Total number of cases or issues related to the use of inside information to seek benefits (cases) | 0 | 0 | 0 |

Anti-corruption action

Operations in anti-corruption in the past year

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

Form of operations in anti-corruption : Review of appropriateness in anti-corruption, Communication and training for employees on anti-corruption policy and guidelines, Review of the completeness and adequacy of the process by the Audit Committee or auditor

The Company recognizes the importance of anti-corruption and is committed to conducting business ethically under the framework of good corporate governance. By adhering to good governance principles, the Company aims to operate with ethics, transparency, fairness, and accountability, as well as strictly complying with regulations, rules, and laws. To ensure that the Company, its personnel, and its subsidiaries do not tolerate corruption, the Company has established a written anti-corruption policy to prevent corruption in all business activities, both domestically and internationally. This policy also ensures that any business decisions and operations that may carry corruption risks are carefully reviewed, considered, and comply with this policy, serving as a clear guideline for business operations and fostering development towards a sustainable organization.

Number of cases or issues related to corruption

| | 2023 | 2024 | 2025 |
|---|------|------|------|
| Total number of cases or issues related to corruption (cases) | 0 | 0 | 0 |

Whistleblowing

Operations related to whistleblowing over the past year

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

In the event of discovering corruption related to the organization, reports of corruption can be made through channels designated by the company under the Whistleblowing Policy regarding misconduct. The company will provide measures to protect whistleblowers of corruption. The Company provides a whistleblowing channel for reporting concerns or suspected misconduct via whistleblower@nakornthon.com.

The Company provides a whistleblowing channel for reporting concerns or suspected misconduct via whistleblower@nakornthon.com .

Number of cases or issues related to whistleblowing

| | 2023 | 2024 | 2025 |
|--|------|------|------|
|--|------|------|------|

| | 2023 | 2024 | 2025 |
|--|------|------|------|
| Total number of cases or issues received through whistleblowing channels (cases) | 0 | 0 | 0 |

The monitoring of compliance with other corporate governance policy and guidelines

The company shall regularly review its anti-corruption policy at least once (1) a year.

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

Meeting attendance of audit committee

Meeting attendance of audit committee (times) : 4

| List of Directors | Meeting attendance of audit committee | | | Average meeting attendance |
|--|---------------------------------------|---|-----------------------------------|----------------------------|
| | Meeting attendance (times) | / | Meeting attendance rights (times) | |
| 1 Mr. RAWAT CHAMCHALERM (Chairman of the audit committee) | 3 | / | 4 | 3/4 (75.00%) |
| 2 Mr. SUCHIN PHONGSAK (Member of the audit committee) | 4 | / | 4 | 4/4 (100.00%) |
| 3 Mr. PRAVIT ASAWANONDA (Member of the audit committee) | 3 | / | 4 | 3/4 (75.00%) |
| 4 Mrs. SUNIT VISUTHIKOSOL (Member of the audit committee) | 4 | / | 4 | 4/4 (100.00%) |
| Average meeting attendance rate | | | | (87.50%) |

The results of duty performance of the audit committee

operations proceeded smoothly

Information on summary of the results of duty performance of subcommittees

Meeting attendance and the results of duty performance of subcommittees

Meeting attendance of Executive Committee

Meeting Executive Committee (times) : 12

| List of Directors | Meeting attendance of Executive Committee | | | Average meeting attendance |
|--|---|---|-----------------------------------|----------------------------|
| | Meeting attendance (times) | / | Meeting attendance rights (times) | |
| 1 Mr. WISAN SAIPETCH (The chairman of the executive committee) | 5 | / | 12 | 5/12 (41.67%) |
| 2 Mr. Viroj Kawinwonggowit (Vice-chairman of the executive committee) | 11 | / | 12 | 11/12 (91.67%) |
| 3 Mr. Thawatchai Thongsima (Member of the executive committee) | 12 | / | 12 | 12/12 (100.00%) |
| 4 Ms. YAOWARED THONGSIMA (Member of the executive committee) | 12 | / | 12 | 12/12 (100.00%) |
| 5 Ms. Pensiri Thongsima (Member of the executive committee) | 6 | / | 12 | 6/12 (50.00%) |
| 6 Ms. Supawadee Loykaew (Member of the executive committee) | 12 | / | 12 | 12/12 (100.00%) |
| 7 Ms. SIREMON THONGSIMA (Member of the executive committee) | 11 | / | 12 | 11/12 (91.67%) |
| 8 Mrs. Mayuree Phophichitra (Member of the executive committee) | 10 | / | 12 | 10/12 (83.33%) |
| 9 Mr. Sompong Thongsima (Member of the executive committee) | 12 | / | 12 | 12/12 (100.00%) |
| 10 Mr. PIYADETH THONGSIMA (Member of the executive committee) | 10 | / | 12 | 10/12 (83.33%) |
| 11 Mr. Simathong Thongsima (Member of the executive committee) | 11 | / | 12 | 11/12 (91.67%) |

| List of Directors | Meeting attendance of Executive Committee | | | Average meeting attendance |
|---|---|---|-----------------------------------|----------------------------|
| | Meeting attendance (times) | / | Meeting attendance rights (times) | |
| 12 Mr. Gla Saipetch (Member of the executive committee) | 11 | / | 12 | 11/12 (91.67%) |
| 13 Mrs. Sompen Thongsima (Member of the executive committee) | 10 | / | 12 | 10/12 (83.33%) |
| Average meeting attendance rate | | | | (85.26%) |

The results of duty performance of Executive Committee

Operations proceeded smoothly

Meeting attendance of Nomination and Compensation Committee

Meeting Nomination and Compensation : 2
Committee (times)

| List of Directors | Meeting attendance of Nomination and Compensation Committee | | | Average meeting attendance |
|---|---|---|-----------------------------------|----------------------------|
| | Meeting attendance (times) | / | Meeting attendance rights (times) | |
| 1 Mr. PRAVIT ASAWANONDA (The chairman of the subcommittee, Independent director) | 2 | / | 2 | 2/2 (100.00%) |
| 2 Mr. SUCHIN PHONGSAK (Member of the subcommittee, Independent director) | 2 | / | 2 | 2/2 (100.00%) |
| 3 Ms. YAOWARED THONGSIMA (Member of the subcommittee) | 2 | / | 2 | 2/2 (100.00%) |
| Average meeting attendance rate | | | | (100.00%) |

The results of duty performance of Nomination and Compensation Committee

Operations proceeded smoothly

Meeting attendance of Risk Management Committee

Meeting Risk Management Committee (times) : 1

| List of Directors | Meeting attendance of Risk Management Committee | | | Average meeting attendance |
|---|---|---|-----------------------------------|----------------------------|
| | Meeting attendance (times) | / | Meeting attendance rights (times) | |
| 1 Mr. RAWAT CHAMCHALERM (The chairman of the subcommittee, Independent director) | 1 | / | 1 | 1/1 (100.00%) |
| 2 Mr. WISAN SAIPETCH (Member of the subcommittee) | 0 | / | 0 | N/A |
| 3 Ms. SIREMON THONGSIMA (Member of the subcommittee) | 1 | / | 1 | 1/1 (100.00%) |
| 4 Mrs. SUNIT VISUTHIKOSOL (Member of the subcommittee, Independent director) | 1 | / | 1 | 1/1 (100.00%) |
| Average meeting attendance rate | | | | (100.00%) |

The results of duty performance of Risk Management Committee

operate smoothly

Corporate Sustainability Policy

Information on policy and goals of sustainable management

Sustainability Policy

Sustainability Policy : Yes

The company has established a good corporate governance policy in accordance with the Principles of Good Corporate Governance for Listed Companies 2017 of the Securities and Exchange Commission to serve as a guideline for business operations and organizational management, aiming to create sustainable value for the company.

Reference link for sustainability policy : <https://investor.nakornthon.com/en/corporate-governance/corporate-governance-policies>

Sustainability management goals

Does the company set sustainability management goals : Yes

The Company recognizes the importance of developing and driving its business toward sustainability under its responsibilities toward the environment, society, corporate governance (Environmental, Social and Governance: ESG), and all stakeholders. The Company believes that sustainable business growth will generate benefits for the public and society as a whole.

The Company is committed to strictly operating in accordance with quality and service safety standards, while fully cooperating with all relevant sectors to enhance the organizations capability to continuously adapt to and manage changes in the business environment.

In this regard, the Company has clearly established its goals and mission to reflect its intention, responsibility, and commitment to driving the organization toward long-term sustainable growth.

United Nations SDGs that align with the organization's sustainability management goals : Goal 3 Good Health and Well-being, Goal 4 Quality Education, Goal 5 Gender Equality, Goal 6 Clean Water and Sanitation, Goal 8 Decent Work and Economic Growth, Goal 13 Climate Action, Goal 16 Peace, Justice and Strong Institutions

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

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

Has the company reviewed the policy and/or goals of sustainable management over the past year : Yes

Has the company changed and developed the policy and/or goals of sustainable management over the past year : No

The Company focuses on developing the potential of its personnel to align with the future of work, including knowledge, skills, attitudes, and personal attributes, as well as awareness of changing environmental issues. The

Company also aims to enhance workforce efficiency and promote sustainable teamwork.

To achieve this, the Company has established policies and operational principles that align with the **United Nations Sustainable Development Goals (SDGs)** to support sustainable development,

Information on impacts on stakeholder management in business value chain

Business value chain

Value Chain

1. Research and Development

Develop medical innovations and advance specialized expertise to enhance the quality of treatment.

2. Procurement

Procure high-quality and safe medical equipment and medical supplies in accordance with social responsibility principles.

3. Service Delivery

Provide medical services with standardized quality and advanced technology.

4. Marketing and Medical Communication

Communicate accurate and transparent health information to enhance public awareness and understanding.

5. Post-Treatment Care

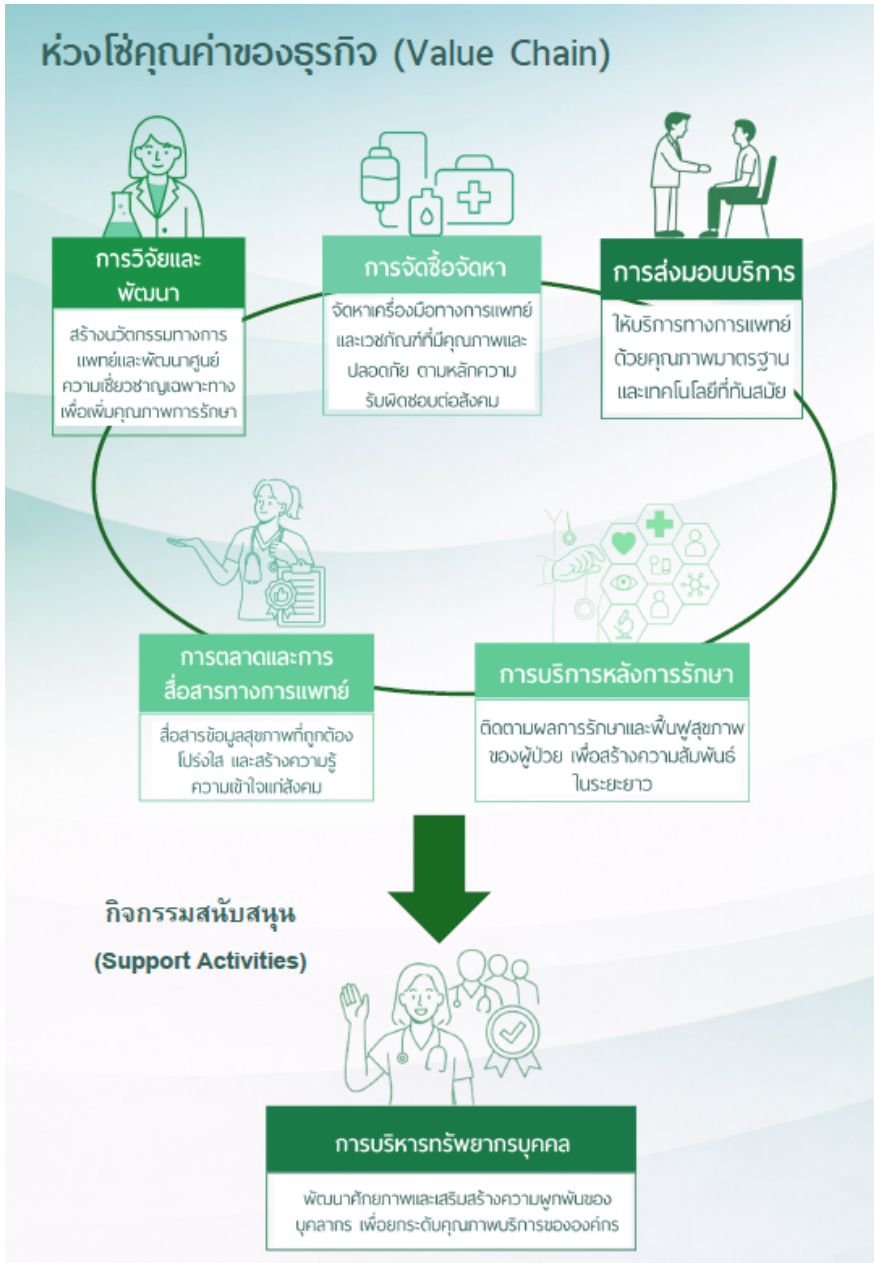
Monitor treatment outcomes and support patient recovery to build long-term relationships.

Supporting Activities

Human Resource Management

Develop employee capabilities and strengthen employee engagement to enhance the overall quality of the organizations services.

Business value chain diagram



Value Chain

Analysis of stakeholders in the business value chain

Details of stakeholder analysis in the business value chain

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

| Group of stakeholders | Stakeholders expectations | Responses to stakeholder expectations | Channels for engagement and communication |
|---|-------------------------------------|---|--|
| <ul style="list-style-type: none"> • Suppliers • Business partners • Community • Shareholders • Employees • Customers • Government agencies and Regulators | Conduct business with transparency. | Disclose financial and sustainability information transparently, and remain open to feedback. | <ul style="list-style-type: none"> • Visit • Press Release • Social Event • Online Communication • Internal Meeting • External Meeting • Annual General Meeting (AGM) • Complaint Reception • Satisfaction Survey • Training / Seminar |

Diagram of the stakeholder analysis in the business value chain

การวิเคราะห์ผู้มีส่วนได้ส่วนเสียในห่วงโซ่คุณค่าของธุรกิจ (Stakeholder engagement)

บริษัท ตระหนักดีว่าการดำเนินธุรกิจบริการด้านสุขภาพให้เติบโตอย่างยั่งยืน จำเป็นต้องให้ความสำคัญกับการสร้างคุณค่าร่วมกับผู้มีส่วนได้ส่วนเสียทุกกลุ่ม องค์กรจึงได้จัดให้มีการระบุและวิเคราะห์ผู้มีส่วนได้ส่วนเสียอย่างเป็นระบบเพื่อกำความเข้าใจถึงความคาดหวัง ผลกระทบ และความต้องการของแต่ละกลุ่มที่มีต่อการดำเนินธุรกิจของโรงพยาบาล โดยได้กำหนดแนวทางการบริหารจัดการผู้มีส่วนได้ส่วนเสียให้สอดคล้องกับลักษณะของธุรกิจบริการทางการแพทย์ที่มีความละเอียดอ่อนและเกี่ยวข้องกับชีวิตผู้คน จึงเน้นการสื่อสารและรับฟังความคิดเห็นอย่างรอบด้าน โปร่งใส และต่อเนื่อง ทั้งจากผู้มีส่วนได้ส่วนเสียภายในองค์กร เช่น ผู้บริหาร แพทย์ พนักงาน และบุคลากรทางการแพทย์ รวมถึงผู้มีส่วนได้ส่วนเสียภายนอก เช่น ผู้ถือหุ้น ลูกค้า คู่ค้า หน่วยงานภาครัฐ และชุมชน

กระบวนการดังกล่าวมีวัตถุประสงค์เพื่อให้แน่ใจว่าการดำเนินธุรกิจของโรงพยาบาลเป็นไปอย่างมีประสิทธิภาพ สอดคล้องกับความคาดหวังของผู้มีส่วนได้ส่วนเสีย และสามารถนำข้อมูลที่ได้รับไปใช้ปรับปรุงแผนกลยุทธ์ รวมถึงการพัฒนาแนวทางด้านสิ่งแวดล้อม สังคม และบรรษัทภิบาล (ESG) ให้ตอบสนองต่อเป้าหมายการพัฒนาอย่างยั่งยืนขององค์กร



Stakeholder Management

| กลุ่มผู้มีส่วนได้เสีย | ความคาดหวังของผู้มีส่วนได้เสีย | ช่องทางการมีส่วนร่วม | ความถี่ในการมีส่วนร่วม | แนวทางการตอบสนอง |
|--|---|---|--|--|
|  ผู้บริหาร | <ul style="list-style-type: none"> การบริการองค์กรอย่างมีบรรษัทภิบาล การเติบโตอย่างยั่งยืน | การประชุม คณะกรรมการบริหาร, การประชุม ESG Committee | มีความถี่ในการสื่อสารเป็นรายเดือน และรายไตรมาส | พัฒนาแผนกลยุทธ์และนโยบาย ESG และกำหนดเป้าหมายระยะสั้น - ยาวขององค์กร |
|  ผู้ถือหุ้น นักลงทุน และ นักวิเคราะห์ | <ul style="list-style-type: none"> ความโปร่งใส การเปิดเผยข้อมูล ผลประกอบการ ที่มั่นคง และการดำเนินงานตามหลัก ESG | การประชุมผู้ถือหุ้น (AGM), รายงานประจำปี/ 56-1 One Report, ช่องทาง IR Website | มีความถี่ในการสื่อสารเป็นรายไตรมาสและรายปี | เปิดเผยข้อมูลทางการเงิน และความยั่งยืนอย่างโปร่งใส พร้อมรับฟังข้อเสนอแนะ |
|  ลูกค้า (ผู้ป่วยและญาติผู้ป่วย) | <ul style="list-style-type: none"> การบริการทางการแพทย์ที่ปลอดภัย มีคุณภาพ และ ประสมการณ์ที่ดี | แบบสอบถาม ความพึงพอใจ (NPS), Call Center, LINE Official, เว็บไซต์, ศูนย์รับข้อร้องเรียน | มีความถี่ในการสื่อสารเป็นรายเดือน และรายไตรมาส | ปรับปรุงและพัฒนาคุณภาพการบริการ |
|  คู่ค้า | <ul style="list-style-type: none"> ความโปร่งใสในการจัดซื้อจัดจ้าง ความร่วมมืออย่างเป็นธรรม และ ความปลอดภัยของผลิตภัณฑ์ | การประชุมคู่ค้า, ระบบประเมินคู่ค้า, การตรวจประเมินด้านคุณภาพและความปลอดภัย | มีความถี่ในการสื่อสารเป็นรายปี และตามรอบการจัดซื้อ | ปฏิบัติตามแนวทางจัดซื้อและส่งเสริมคู่ค้าในการดำเนินงานด้านความยั่งยืน |

| กลุ่มผู้มีส่วนได้เสีย | ความคาดหวังของผู้มีส่วนได้เสีย | ช่องทางการมีส่วนร่วม | ความถี่ในการมีส่วนร่วม | แนวทางการตอบสนอง |
|--|--|---|---|---|
|  พนักงาน รวมถึง แพทย์ พยาบาล และบุคลากรทางการแพทย์ | ➢ ความมั่นคงในอาชีพ สวัสดิการที่เหมาะสม และสภาพแวดล้อม การทำงานที่ปลอดภัย | การประชุม พนักงาน, Survey ความผูกพัน, ระบบ HR Portal, การอบรมพัฒนา | มีความถี่ในการ สื่อสารเป็นราย เดือน รายไตรมาส และรายปี | ส่งเสริมการ พัฒนา "Smart HR", ยกระดับทักษะ บุคลากร และโครงการ Wellbeing |
|  หน่วยงานภาครัฐ และ หน่วยงานกำกับดูแล | ➢ การปฏิบัติตาม กฎหมายมาตรฐาน วิชาชีพ และการ สันนิษฐานนโยบาย ด้านสาธารณสุข | การตรวจเยี่ยม จากหน่วยงาน กำกับดูแล, การ ประชุมและ แลกเปลี่ยนข้อมูล | มีความถี่ตาม รอบการประเมิน และตามกฎหมาย | ปฏิบัติตาม กฎระเบียบ อย่างเคร่งครัด และร่วมมือกับ ภาครัฐใน โครงการด้าน สุขภาพและ สิ่งแวดล้อม |

Information on organization's material sustainability topics

Organization's material sustainability topics

The company has identified its sustainability : Yes
 materiality topics

Over the past year, the company has reviewed its : Yes
 sustainability materiality topics

Details of organization's material sustainability topics

| The names of the sustainability materiality topics | Subjects related to the sustainability materiality topics |
|--|--|
| Environment | <ul style="list-style-type: none"> • Energy Management • Water Management • Waste and Waste Management • Greenhouse Gas Management |

| The names of the sustainability materiality topics | Subjects related to the sustainability materiality topics |
|--|--|
| Corporate Governance | <ul style="list-style-type: none"> • Good Governance • Sustainability Risk Management • Sustainable Supply Chain Management • Others : Patient Privacy & Electronic Health Records (EHR) |
| Social | <ul style="list-style-type: none"> • Others : Occupational Health & Safety |

Information on sustainability report

Corporate sustainability report

Corporate sustainability report : Have data
 Reference link for corporate sustainability report : <https://investor.nakornthon.com/en/downloads/sustainability-report>

Company sustainability disclosure aligned with standards

Company sustainability disclosure aligned with : Others : -
 standards or guidelines

Sustainability risk management

Information on risk management policy and plan

Risk management policy and plan

1. Establish risk management policies covering the entire organization, defining the acceptable risk levels (Risk Appetite) for the company and its subsidiaries, and oversee compliance with risk management policies to ensure effective risk management. Risk assessments must cover various key risk types, including but not limited to the following:

- (a) Financial and Liquidity Risk
- (b) Operational Risk
- (c) Strategic Risk
- (d) Compliance Risk, including laws, regulations, and compliance requirements
- (e) Marketing Risk
- (f) Business Environmental Risk
- (g) Reputation Risk
- (h) Technology Risk
- (i) Fraud Risk
- (j) Human Resource Risk
- (k) Hazard Risk
- (l) Process Risk
- (m) Data Privacy Risk
- (n) Other risks (if any)

2. Define strategies for risk management, considering the objectives, vision, mission, policies, primary goals, and business strategies of the company and its subsidiaries.

3. Establish a process for identifying risks within the company and its subsidiaries, analyzing the causes of risks, likelihood, and severity of risks that affect the company's operations.

4. Approve risk management practices and preventive measures proposed by relevant departments to ensure comprehensive coverage of all identified risk types and effective control or reduction of risks in alignment with the risk management policies and acceptable risk levels.

5. Oversee relevant departments to monitor the implementation of risk management strategies or measures regularly, ensuring that adjustments or corrections are made when risks change or become more severe.

6. Supervise designated personnel in collecting risk management monitoring results and reporting to the Risk Management Committee for review, suggesting improvements or changes to risk management practices or control measures, and submitting to the Board of Directors for further consideration.

7. Coordinate with the Audit Committee on key risk issues to ensure the company and its subsidiaries have appropriate internal controls for risk management and that risk management systems are properly implemented and adhered to across the organization.

8. Provide guidance, advice, and recommendations to the Board of Directors, relevant departments, personnel, or task forces involved in risk management, and consider appropriate approaches to developing the risk management system. Consider establishing a risk management task force, assigning roles and responsibilities to support achieving objectives, and performing evaluations and monitoring of risk management outcomes.

10. Review the appropriateness and adequacy of policies, strategies, preventive measures, and practices in risk management to ensure alignment with the business direction of the company and its subsidiaries.

11. Regularly assess and review the types of risks encountered by the company and its subsidiaries in line with their business environment.

12. Regularly report key risks, risk status, and progress or outcomes of risk management efforts to the Board of Directors.

13. Review or amend the Risk Management Committee's charter at least once a year, and submit it to the Board of Directors for acknowledgment or approval, as applicable.

14. Conduct an annual performance evaluation, both at the committee and individual levels, and report the outcomes of the annual performance assessment to the Board of Directors for consideration, along with a risk management committee report.

15. The Risk Management Committee may appoint external advisors at the company's expense to assist in developing strategies and providing risk management recommendations as necessary and appropriate.

16. Perform other duties as assigned by the Board of Directors or according to policies set by the Board of Directors.

Information on ESG risk factors management standards

ESG risk factors management standards

Standards on ESG risk management : No

Information on ESG risk factors

Risk factors on business operation

Operational risk associated with the Company or the group of companies

Risk 1 Human Resource Risk

Related risk factors :

Operational Risk

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

ESG risk factors : No

Risk characteristics

The shortage or reliance on a workforce with potential.

Risk-related consequences

Operations may slow down, efficiency could decrease, and this may impact overall performance and results.

Information on business continuity plan (BCP)

Business Continuity Plan (BCP)

Business Continuity Plan (BCP) : No

Sustainable supply chain management

Information on sustainable supply chain management policy and guidelines

Sustainable supply chain management policy and guidelines

Company's sustainable supply chain management : No
policy and guidelines

Information on sustainable supply chain management plan

Sustainable supply chain management plan

Company's sustainable supply chain management : No
plan

The Company places importance on managing its supply chain with strong corporate governance, transparency, and sustainability to ensure procurement stability and the quality of medicines and medical supplies used in patient care. The Hospital has developed a Supplier Code of Conduct to establish guidelines on ethics, environmental practices, and social responsibility for all partners to adhere to. It also promotes collaboration with key suppliers (Tier 1) to fully acknowledge and comply with these principles. In addition, the Hospital has established a standardized list of Critical and Vital Items for medicines and medical supplies across the organization to ensure continuity of medical services, reduce the risk of shortages, and guarantee patient safety.

To enhance supply chain management with transparency, accountability, and alignment with corporate governance principles and sustainability standards, Nakhonthon Hospital has defined its operational plan in accordance with two key strategic areas as follows:

1. Development of a Supplier Code of Conduct to strengthen sustainable procurement practices
2. Establishment of standardized Critical and Vital Items lists for medicines and medical supplies across the Hospital

Information on new suppliers undergoing sustainability screening criteria

New suppliers undergoing sustainability screening criteria

Does the company use sustainability screening : Yes
criteria with new suppliers?

| | 2023 | 2024 | 2025 |
|---|------|------|-------|
| Percentage of new suppliers undergoing sustainability screening criteria over the past year (%) | 0.00 | 0.00 | 21.15 |

Information on supplier code of conduct

Supplier code of conduct

Supplier code of conduct : Yes

Information on key suppliers acknowledging compliance with the supplier code of conduct

Key suppliers acknowledging compliance with the supplier code of conduct

Does the company require key suppliers to : Yes
acknowledge compliance with the supplier code of
conduct?

| | 2023 | 2024 | 2025 |
|---|------|------|--------|
| Percentage of key suppliers acknowledging compliance with the supplier code of conduct over the past year (%) | 0.00 | 0.00 | 100.00 |

Innovation development

Information on innovation development policy and guidelines in an organizational level

Research and development policy (R&D)

Company's research and development (R&D) policy : No

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

| | 2023 | 2024 | 2025 |
|--|----------------|---------------|----------------|
| Research and development (R&D) expenses over the past 3 years (Million Baht) | 105,803,970.00 | 76,472,691.01 | 118,001,312.00 |

Additional explanation for research and development (R&D) expenses over the past 3 years

The company focuses on continuously elevating the hospital's quality standards to meet international standards, such as **AACI standards, HA standards, laboratory quality management standards, standards for medical assisted reproductive technology services, hemodialysis treatment standards, diagnostic radiology laboratory standards of the Ministry of Public Health, physical therapy service standards, SSCC standards, environmental health standards in healthcare facilities (BKKGC+), and TDCA (Thai Dental Clinic Accreditation) standards.**

In addition, the company has continuously invested in research and development (R&D) budgets to support innovation.

Information on organizations innovation culture development and promotion process

Process of developing and promoting the company's innovation culture

Process of developing and promoting the company's : No
innovation culture

Information on innovation development benefits and research and development (R&D) expenses

Benefits of innovation development

Financial benefits

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

| | 2023 | 2024 | 2025 |
|---|------|------|------------|
| Growth rate of medical service revenue (Baht) | 0.00 | 0.00 | 970,000.00 |

Non-financial benefits

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

| | 2023 | 2024 | 2025 |
|--|------|------|------|
| Percentage increase in new patients (New HN) (%) | 0.00 | 0.00 | 4.37 |

Remarks - This document is automatically generated based on information processed as received from the listed company on as is basis. The Stock Exchange of Thailand (SET) does not make any representations regarding accuracy, completeness, appropriateness, recency or reliability of the information contained in this document, nor does it make any guarantee of a result of the use of the information contained in this document. In no event shall SET be responsible for any loss or damage resulting from the use of this document or the information contained herein.