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**Minutes of the 2026 Annual General Meeting of Shareholders
Bangkok Dusit Medical Services Public Company Limited (the “Company”)**

Date, time, and venue:

The Meeting was held on 9 April 2026, at 13:30 hours, through electronic means in accordance with the Emergency Decree on Electronic Meetings B.E. 2563. The Meeting was broadcasted from 7th floor, Conference Room, Rehabilitation Building, Bangkok Hospital, Head Office, Soi Soonvijai 7, New Petchburi Road, Bang Kapi Subdistrict, Huai Khwang District, Bangkok.

Directors attending the meeting in the live broadcasting room:

1. Professor Emeritus Santasiri Sornmani, M.D. Chairman of the Board of Directors
2. Mr. Chuladej Yossundharakul, M.D. Vice Chairman of the Board of Directors
3. Miss Poramaporn Prasarttong-Osoth, M.D. President and Chairperson of the Executive Committee
4. Mrs. Narumol Noi-am Director / Member of the Executive Committee / Member of the Risk Management Committee / Senior Executive Vice President and Chief Financial Officer
5. Mr. Chavalit Sethameteekul Independent Director / Chairman of the Audit Committee and Member of the Nomination and Remuneration Committee
6. Mr. Predee Daochai Independent Director / Chairman of the Nomination and Remuneration Committee and Member of Corporate Governance and Sustainability Committee

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| 7. | Mr. Subhak Siwaraksa, Ph.D. | Independent Director / Chairman of the Risk Management Committee and Member of Audit Committee |
| 8. | Mr. Kan Trakulhoon | Independent Director and Chairman of Corporate Governance and Sustainability Committee |
| 9. | Clinical Professor Emeritus Piyasakol Sakolsatayadorn, M.D. | Director |
| 10. | Mr. Pradit Theekakul | Director / Member of the Risk Management Committee and Member of the Corporate Governance and Sustainability Committee |
| 11. | Mr. Sripop Sarasas | Director / Member of the Risk Management Committee / Member of the Corporate Governance and Sustainability Committee and Chief Administrative Officer |
| 12. | Mr. Thongchai Jira-alongkorn | Director and Member of Executive Committee |
| 13. | Mr. Chairat Panthuraamphorn, M.D. | Director / Member of the Executive Committee and Chief Operating Officer |
| 14. | Mr. Att Thongtang | Director |
| 15. | Mr. Veerathai Santiprabhob, Ph.D. | Independent Director / Member of the Audit Committee and Member of the Corporate Governance and Sustainability Committee |
| 16. | Mr. Puttipong Prasarttong-Osoth | Director |

The Company's Board of Directors comprises 16 directors in total, and 16 directors attended the meeting, representing 100.00 percent of the total number of directors.

Attendees:

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| 1. Miss Kessara Wongsekate | Vice President and Company Secretary |
| 2. Mrs. Wannapa Pavavech | Assistant Chief Financial Officer,
Accounting |
| 3. Miss Ajaya Intaraprasong | Vice President, Investor Relations |
| 4. Mr. Phanasan Sutjaritpanich | Assistant Chief Administrative Officer –
Corporate Sustainability Development |

Auditors from EY Office Limited:

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| 1. Mr. Chawalit Chaluayampornbut | Partner |
| 2. Mr. Somchai Phongraknanon | Audit Manager |

Legal advisor from Weerawong, Chinnavat & Partners Ltd.:

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| 1. Ms. Pratumporn Somboonpoonpol | Partner |
| 2. Ms. Palita Lawanrattanakul | Lawyer |

Preliminary proceedings:

Miss Kessara Wongsekate, the Company Secretary, informed the Meeting that there were 1,574 shareholders attending the Meeting in person and by proxy, representing 10,511,275,280 ordinary shares, equivalent to 66.1419 percent of the total number of paid-up and issued shares of the Company. A quorum was thus constituted in accordance with Article 33 of the Articles of Association of the Company, which provides that, at a shareholders' meeting, the presence of no fewer than 25 shareholders and proxies appointed by shareholders that hold shares amounting to no less than one-third of the total number of paid-up and issued shares in aggregate, is required to constitute a quorum, unless otherwise provided by law.

Professor Emeritus Santasiri Sornmani, M.D., the Chairman of the Board of Directors, who presided as the Chairman of the Meeting (the "Chairman"), declared the 2026 Annual General

Meeting of Shareholders (the “**Meeting**”) duly convened and introduced the directors, executives of the Company, and external attendees, who were representatives of the auditor and the legal advisor of the Company. The Chairman then delegated Miss Kessara Wongsekate, the Company Secretary, to conduct the meeting.

Miss Kessara Wongsekate, the Company Secretary, proceeded with the meeting and explained the voting procedures to the Meeting. In order to ensure that the Meeting complied with the principles of good corporate governance, for the voting part of the Meeting, the Company would like to explain the procedures for voting and vote counting as follows:

- 1) The shareholders can log-in to the E-voting system using the same username and password which are used for registration.
- 2) Voting in this Meeting shall be counted as one share is equivalent to one vote.
- 3) The Meeting will consider matters in the order specified in the notice of the Meeting. Each agenda item will be presented, providing an opportunity for the shareholders to ask questions before voting. The voting results will be announced to the Meeting once the vote counting for each agenda item has been completed, in sequence.
- 4) During the voting process, the shareholders shall select the agenda item which wish to vote and then press the “Vote” button. The system will display three voting options: “**Approve**”, “**Disapprove**”, and “**Abstain**”. In counting the votes, the Company will deduct the votes marked as disapprove and abstain from total number of votes, and the remaining number will be considered as the votes of approval.

For those holding proxies from multiple shareholders, the system will display a list of all shareholders who have provided their proxies. The proxies can vote collectively on behalf of all shareholders or vote separately for each shareholder.

- 5) To cancel a vote, the shareholder shall press the “Cancel Voting” button. If a shareholder has not voted within the specified time, including those who cancel their votes and fail to submit a new vote in accordance with the Company’s vote counting procedures, the Company will assume that the shareholder agrees with

the respective agenda item. In this regard, if a shareholder wishes to change a vote, the shareholder may do so until the voting for that particular agenda item is officially closed. Once the voting for each agenda item has been closed, the results of that agenda will be announced to the Meeting.

- 6) In the event that the shareholders leave the Meeting before voting on any agenda item is closed, their votes will not be counted as a quorum for the said agenda item, nor will be counted for the remaining agenda items. However, leaving the quorum for any agenda item will not prevent the shareholders or proxies from returning to the Meeting and voting on subsequent agenda items in the system.
- 7) In the event that there are numerous questions related to a particular agenda item submitted to the system with similar concerns, the Company may consider selecting or consolidating questions to keep the Meeting concise. If there are numerous questions, the Company will gather them and provide responses in the minutes of the shareholders' meeting thereafter.
- 8) In the event that the shareholders encounter difficulties in accessing the Meeting or voting system, please study and follow the instructions provided with the notice of the Meeting or select the "Help" menu in the system. The shareholders can contact Inventech call center staff at 02-460-9227 or via the LINE Official account @inventechconnect.
- 9) If a system failure occurs during the Meeting, the shareholders will receive an email notification containing a backup link to return to the Meeting via the backup system.

For this electronic shareholders' meeting, the Company uses the Inventech Connect meeting system, which is certified by the Electronic Transactions Development Agency (ETDA). Shareholders may attend the meeting in person or appoint an independent director or any other person as proxy by registering and submitting a participation request via a web browser, in accordance with the procedures specified by the Company and delivered to shareholders together with the notice of the Meeting.

The Company has delegated Ms. Palita Lawanrattanakul, a lawyer from Weerawong, Chinnavat and Partners Ltd., to act as vote-counting inspector.

In addition, for the 2026 Annual General Meeting of Shareholders, from 1 December 2025 to 14 January 2026, the Company gave the shareholders the opportunity to propose matters that would be beneficial and appropriate as agenda items in advance of this Meeting, as well as to nominate a person who is knowledgeable, competent, and qualified for appointment as a director. The guidelines for proposing such additional matters were posted on the Company's website. By the end of the given period, no shareholder had proposed any matter in advance for the Board of Directors to consider and add to the list of agenda items for this Meeting, and there was no nomination of other persons for appointment as directors. Thereafter, the Company Secretary proceeded with the Meeting in accordance with the following agenda items:

Agenda Item 1: To acknowledge the Company's 2025 performance

The Company Secretary invited Miss Poramaporn Prasarttong-Osoth, M.D., President, to inform the Meeting of the Company's performance for the year 2025.

Miss Poramaporn Prasarttong-Osoth, M.D., President, presented an overview of the performance of the Company for the year 2025. The important details are summarized as follows:

Overview of the Company

- As of 31 December 2025, the Company ("BDMS") has 60 hospitals in its network, These 60 hospitals have a total of around 9,345 beds. Of these 60 hospitals, 10 are designated as Centers of Excellence. In terms of financial performance, BDMS reported total revenue of Baht 113,272 million and a net profit of Baht 15,848 million. The Company has also been assigned a credit rating of AA+ with a Stable outlook by TRIS Rating.
- BDMS has received accreditations across multiple levels, both domestically and internationally, reflecting excellence in service quality and operations. The group has 12 hospitals accredited by Joint Commission International (JCI), 1 hospital accredited by the International Consortium for Health Outcomes Measurement (ICHOM), 34 hospitals accredited under Hospital Accreditation (HA), and an additional 5 hospitals accredited under Advanced HA.

- In addition, BDMS has been recognized for its sustainability efforts by leading institutions. The Company has been rated AA by MSCI and received a SET ESG Rating of AAA for 2025. It has also been rated “Excellent” under the Corporate Governance Report (CGR), which evaluates the corporate governance practices of Thai listed companies, reflecting the Company’s strong governance framework. Furthermore, BDMS has been included in the Dow Jones Sustainability Indices (DJSI) at the global level (DJSI World) for the third consecutive year and in the DJSI Emerging Markets for the fifth consecutive year, achieving the highest score in Governance-Economic dimensions and Social dimensions within the healthcare providers sector.
- BDMS also operates a range of businesses beyond its hospital network to enhance the comprehensiveness of its healthcare ecosystem. These include the “SAVE DRUG” pharmacy business, which has a total of 83 branches nationwide. In addition, BDMS provides services through National Healthcare Systems Co., Ltd., which specializes in laboratory services for both public and private sector clients. The Company operates a nationwide network of service units across all regions of Thailand.

Hospital Business Expansion

- In 2025, BDMS continued to expand its service capacity by opening Samitivej International Children’s Hospital with a total of 103 beds, and by adding 90 beds in capacity expansion at Bangkok Hospital Chiang Mai to accommodate the growing demand for healthcare services.
- In addition, BDMS expanded its healthcare network by opening new hospitals, namely Phyathai Bowin Hospital with a capacity of 59 beds (Phase 1) and Bangkok Hospital Khao Yai with a capacity of 71 beds. This expansion strengthens the group’s network and enhances access to medical services in key areas of the country.
- BDMS has initiated the Bangkok Proton Center, located on Soi Soonvijai, within the Bangkok Hospital Headquarters campus. This will be the first private hospital in Thailand to offer proton therapy services, with operations planned to commence in 2029.

Proton therapy is an advanced treatment technology that differs from conventional radiation therapy currently in use. It enables highly precise targeting of cancerous areas, such as prostate cancer, liver cancer, head and neck cancers, hard-to-reach brain tumors,

spinal tumors, eye cancers, other soft tissue tumors, and pediatric cancers. As proton therapy delivers radiation with pinpoint accuracy, it minimizes damage to surrounding healthy tissues and organs. This results in improved treatment outcomes compared to conventional radiation therapy and significantly reduces side effects, as the radiation can be confined specifically to the affected area without impacting nearby organs. In addition, proton therapy can also be used for patients who have previously undergone radiation treatment.

- BDMS has commenced the construction of the Bangkok Rehabilitation and Ability Center, located opposite Bangkok International Hospital (BIH). This project is a collaboration with Shirley Ryan AbilityLab from the United States, a leading rehabilitation institute widely recognized for its excellence in rehabilitation medicine for over 30 years. The center is scheduled to begin operations in 2029.

The Center aims to expand comprehensive rehabilitation services, covering post-operative orthopedic rehabilitation, pediatric rehabilitation, as well as care for patients with cardiovascular and neurological conditions. It will also provide occupational therapy and sports rehabilitation services. The project will incorporate advanced medical technologies to enhance treatment and recovery outcomes, including robotics, virtual reality (VR), artificial intelligence (AI), and hydrotherapy.

The Center of Excellence

- BDMS is committed to advancing comprehensive specialized healthcare services, supported by 10 flagship hospitals designated as Centers of Excellence. The Center of Excellence has traditionally focused on five key disease groups: cancer, cardiovascular diseases, neurological disorders, musculoskeletal conditions, and trauma care. In 2025, three additional specialties were introduced: colorectal cancer, dentistry, and occupational medicine.

In addition, BDMS has plans to further develop its Center of Excellence, including robotic surgery with the aim of becoming a regional hub in the Asia-Pacific, minimally invasive cardiac surgery (MIS) as the first in Thailand's private hospital sector, genetic testing services (Geno Life Services), and the nationwide N Health laboratory network. The group is also enhancing its patient transfer system, positioning itself as a regional medical hub in Asia.

- In 2025, BDMS organized an academic conference titled “BDMS Integrated Global Healthcare Affiliations” to integrate collaboration between the public and private sectors nationwide. The initiative emphasized building an international network of partners to drive the advancement of medical development in Thailand. The conference covered three key focus areas: (1) the application of artificial intelligence (AI) in healthcare, in collaboration with Guy’s and St Thomas’ NHS Foundation Trust and King’s College London (UK); (2) clinical innovation development in partnership with Oregon Health & Science University; and (3) advancement of knowledge in breast cancer and cardiovascular diseases in collaboration with Mayo Clinic.

Wellness Business Development

- At present, BDMS has developed its wellness business as a comprehensive ecosystem, offering integrated services that cover healthcare, relaxation, and overall quality of life enhancement. The core of this ecosystem is the BDMS Wellness Clinic located on Wireless Road, situated within the same area as the BDMS Wellness Resort under the Mövenpick Hotel, as well as the BDMS Connect Center, which accommodates conferences and various events.
- The wellness service model comprises two levels of clinics: BDMS Wellness Clinic, located in major cities such as Chiang Mai and Phuket, and clinics within the Bangkok Hospital network under the “Royal Life” brand, which provide similar services on a smaller scale.
- In addition, BDMS has expanded its services into Wellness Tourism in collaboration with partners in key tourist destinations, including BDMS Wellness Clinic Laguna Phuket, BDMS Wellness Clinic at Sri Panwa, and BDMS Clinic at CELES Koh Samui.
- BDMS Wellness Clinic also develops and distributes its own branded dietary supplements, which are available both within its clinics and through broader commercial channels.
- A key ongoing project is the Hercules Wellness Real Estate development on Langsuan Road, which is currently under development. A press conference is planned for June this year to unveil further details of the project. The project comprises several main components, including a hotel/retreat, residential units, retail space, and a clinic. It is

currently in the foundation construction phase and is being carried out in collaboration with relevant partners.

Medical development and artificial intelligence integration

BDMS has continuously implemented artificial intelligence (AI) technologies across its operations and medical services, with tangible efficiency gains now evident in several areas, including:

- The use of artificial intelligence (AI) systems for resource management and cost estimation, which has been implemented across 35 hospitals in the past year, significantly reducing the workload associated with cost calculations.
- An AI-powered voice-based medical documentation system has been implemented in 30 hospitals to support doctors and nurses. The system automatically records patient history and physical examination details from conversations between doctors and patients into medical records, subject to the doctor's verification. This reduces administrative workload, enhances service efficiency, and improves communication between doctors and patients.
- AI-assisted diagnostic systems for radiology imaging, such as chest X-rays and mammograms, have been implemented in 25 hospitals, with more than 4 million images processed using AI to date.
- An AI-driven pharmacogenomics analytics system, which received the BDMS Award, enables precise identification of genetic risks related to drug allergies. The system has helped prevent adverse drug reactions in more than 3,500 cases and reduced related costs by over Baht 100 million.

Sustainable Development

- BDMS places strong emphasis on sustainable business practices across environmental, social, governance, and economic dimensions. In the past year, the Company reduced greenhouse gas emissions by 22 percent compared to 2022, decreased energy consumption by 2 percent, reduced water usage by 4.4 percent, and increased the share of renewable energy consumption to 6.2 percent. In addition, more than 5,000 tons of waste were effectively managed through recycling initiatives.

- In the social dimension, BDMS places strong emphasis on patient and client satisfaction, which has consistently remained above 95 percent. The Company also continues to expand access to healthcare services within communities through various initiatives, as well as support the development of personnel capabilities in STEM (Science, Technology, Engineering, and Mathematics).
- In the governance and economic dimension, BDMS aims to enhance organizational capabilities through the adoption of digital technologies alongside collaboration with innovation partners. The Company has developed a Wellness Ecosystem to promote wellness tourism and preventive healthcare, while also providing sustainability training to key suppliers and continuously strengthening its intellectual property capabilities.

Pride in Awards

In 2025, the Company received the following awards:

- At the SET Awards 2025, BDMS received 2 awards in the Business Excellence category: the Awards of Honor for Best Innovative Company and the Awards of Honor for Best Investor Relations, presented by the Stock Exchange of Thailand.
- At the IAA Awards for Listed Companies 2025, organized by the Investment Analysts Association, BDMS received three awards: (1) Best CEO in the Healthcare Service Sector, (2) Best CFO in the Healthcare Service Sector, and (3) Best Investor Relations in the Healthcare Service Sector.
- Award from Institutional Investor Research at present is the Extel award, namely the Most Honored Company in the Healthcare, Pharma & Biotech sector in Asia, as well as in Thailand across all sectors nationwide.
- FinanceAsia's Awards in the categories of Best Large-Cap Company in Thailand – Gold, Best Healthcare in Thailand – Gold, and Best CEO in Thailand.
- Human Rights Awards 2025, presented by the Department of Rights and Liberties Protection, Ministry of Justice, recognizing the Company as an outstanding role model organization in human rights in the large business category.

The Company Secretary then allowed shareholders to ask questions or express opinions in relation to this agenda item.

Ms. Prannicha Hongphithakphong, a shareholder, inquired about examples of the application of artificial intelligence (AI) in resource management and cost evaluation.

Miss Poramaporn Prasarttong-Osoth, M.D., President, informed that an example of applying artificial intelligence (AI) in resource management and cost evaluation is in the case of patients seeking treatment and requiring surgery, where an estimated cost is needed. In the past, nurses or specialists would assess such costs based on historical statistical data, as well as inputs from doctors and nurses regarding each course of treatment, including required medical equipment, diagnostic tests, and related procedures. With the Company's long-standing and continuous data collection, the Company has been able to leverage AI as a supporting tool by inputting relevant data into the system, enabling the AI to efficiently estimate appropriate costs. In addition, the Company places importance on utilization management to ensure appropriate use of medical services and medications. AI technology can provide highly accurate preliminary cost estimates, with accuracy levels close to 100 percent. The system has been tested internally with staff and benchmarked over several years before being fully developed for operational use. Currently, this AI system, known as BURT, has been recognized by insurance companies. Two insurance companies have entered into agreements to adopt BURT as a tool for cost analysis and estimation, enhancing both the accuracy and speed of cost assessments in each case.

Mr. Pongtham Thawornram, a shareholder, inquired whether such artificial intelligence (AI) technology was developed in-house.

Miss Poramaporn Prasarttong-Osoth, M.D., President, informed that the term "in-house" in this context refers to an initiative originating within the Company. However, during the development process, the Company collaborated with external technical experts in developing such technology.

No other shareholders asked any further questions or expressed any further opinions.

Resolution: The Meeting acknowledged the Company's 2025 performance.

Agenda Item 2: **To consider approving the Company and its subsidiaries' audited consolidated financial statements for 2025**

The Company Secretary proposed that the Meeting consider and approve the financial statements for the year 2025, as detailed in the Financial Statements and the Auditor's Report

in the Annual Registration Statement (Form 56-1 One Report), as delivered to the shareholders in the form of QR Code together with the notice of the Meeting, and invited Mr. Chavalit Sethameteekul, the Chairman of the Audit Committee, to explain the information in support of the Meeting's consideration.

Mr. Chavalit Sethameteekul, the Chairman of the Audit Committee, informed the Meeting that the Audit Committee had considered the information in the Auditor's Report and the Financial Statements for the year ended 31 December 2025, which had been audited by Mr. Chawalit Chaluayampornbut, the Company's certified public accountant from EY Office Limited, and was of the view that the Financial Statements had been prepared in accordance with accounting standards and reflected accurate information by disclosing sufficient material facts. The auditor was also of the view that the financial statements accurately represented the Company's financial position, operating results, and cash flow, in accordance with financial reporting standards. Also, the Audit Committee was of the view that the related party transactions that occurred in 2025 that appear in the Annual Registration Statement (Form 56-1 One Report) were reasonable and had been entered into on an arm's length basis. A summary of the income statement and statement of financial position as of the end of 2025 for consideration by the Meeting is as follows:

Summary of the 2025 Income Statement

(Unit: Million Baht)	Consolidated Financial Statements		Change (Percent)
	2025	2024	
Operating income	113,206	109,351	4
Total revenues	113,272	109,413	4
Cost of hospital operations and goods sold	71,261	68,071	5
Administrative expenses	21,784	20,828	5
Profit for the year	16,368	16,539	-1
Net profit attributable to the Company's shareholders	15,848	15,987	-1

Summary of the Management Discussion and Analysis (MD&A)

- Operating income increased by 4 percent from 2024 because:
 - The increase was mainly driven by greater disease complexity

- Income from Thai patients grew by 3 percent
- Income from international patients grew by 5 percent (excluding income from Cambodian patients, international patient income grew by 11 percent)
- Costs increased by 5 percent, primarily due to higher depreciation expenses following the opening of new hospitals during the year.
- Net profit slightly decreased by 1 percent.

Summary of the Statement of Financial Position as of 31 December 2025

(Unit: Million Baht)	Consolidated Financial Statements		Change (Percent)
	2025	2024	
Cash and cash equivalents	6,342	7,373	-14
Trade and other receivables	11,986	11,906	1
Property, premises, and equipment	99,552	93,849	6
Total assets	157,961	151,514	4
Total liabilities	47,952	47,588	1
Total shareholders' equity	110,009	103,927	6
Total liabilities and shareholders' equity	157,961	151,514	4

The Company Secretary then allowed shareholders to ask questions or express opinions in relation to this agenda item.

Mr. Sathaporn Kotheeranurak, a shareholder, inquired whether the revalued land is currently being utilized for hospital operations or held as vacant land for future business expansion, and how the increase in land value impacts the Company.

Mrs. Wannapa Pavavech, Assistant Chief Financial Officer, Accounting, informed that the land revalued this year is land used for hospital operations, not vacant land. Regarding the impact of the revaluation, it has not been recognized in the income statement. The surplus from the asset revaluation is recorded in other comprehensive income (OCI). Overall, this results in the Company's financial position (balance sheet) more accurately reflecting the value of its assets.

Ms. Somsiri Amornkul, a proxy from the Social Security Office, inquired about the increase in non-current liabilities for employee benefits, which amounted to Baht 5,502 million as of the end of 2025, compared to Baht 4,986 million in the previous year, representing an increase of approximately 10 percent year-on-year (YoY), and asked what factors contributed to this increase.

Mrs. Wannapa Pavavech, Assistant Chief Financial Officer, Accounting, informed that the details of the changes are disclosed in Note 25 to the financial statements. The primary reasons for the increase in non-current liabilities for employee benefits are the longer years of service of employees, which require the Company to recognize higher provisions, and the decrease in the discount rate in 2025, which is another key factor contributing to the increase in the estimated liability.

No other shareholders asked any further questions or expressed any further opinions. Therefore, the Company Secretary requested the Meeting to vote on this agenda item and informed the Meeting that the resolution on this agenda item passed by a majority vote of the shareholders attending the Meeting and casting their votes.

Resolution: After due consideration, the Meeting resolved to approve the financial statements for the year 2025, by a majority vote of the shareholders attending the Meeting and casting their votes, as follows:

	Number of votes		Percentage
Approved	10,483,198,542	votes	99.7289
Disapproved	28,500,900	votes	0.2711
Abstained	654,100	votes	-

Agenda Item 3: To consider approving the allocation of 2025 profit

The Company Secretary proposed that the Meeting consider approving the allocation of 2025 profit and invited Mrs. Narumol Noi-am, the Senior Executive Vice President and Chief Financial Officer, to provide the Meeting with the information.

Mrs. Narumol Noi-am, the Senior Executive Vice President, proposed that the Meeting consider and approve the allocation of dividends from the 2025 operating results and retained earnings at the rate of Baht 1 per share to 15,892,001,895 ordinary shares, for which the total dividend will be Baht 15,892 million, representing a dividend rate approximately 100 percent of the net profit based on the consolidated financial statements, which complies with the Company's dividend payment policy to pay a dividend of not less than 50 percent of the net profit based on the consolidated financial statements.

On 25 September 2025, the Company paid an interim dividend from the operating results from January to June 2025, which was allocated from the net profit under non-BOI privilege at the rate of Baht 0.35 per share; therefore, the remaining dividend is proposed to be paid at the rate of Baht 0.65 per share, comprising an ordinary dividend of THB 0.40 per share (entirely from non-BOI profits) and a special dividend of THB 0.25 per share (THB 0.20 per share from non-BOI profits and THB 0.05 per share from BOI-promoted profits). The allocation of this special dividend is a one-time distribution carried out under strict financial discipline to ensure that the Company maintains sufficient liquidity for future operations and investment plans. The Company has set the record date for the shareholders that are entitled to receive dividends on 11 March 2026 (Record Date), and the dividend payment is scheduled to be made on 24 April 2026. In addition, the Company is not required to allocate profit to a legal reserve, as the Company has the full legal reserve amount in compliance with the Articles of Association of the Company.

The Company Secretary then allowed shareholders to ask questions or express opinions in relation to this agenda item. No shareholders asked questions or expressed opinions. The Company Secretary then requested the Meeting to cast votes on this agenda item and informed the Meeting that the resolution on this agenda item passed by a majority vote of the shareholders attending the Meeting and casting their votes.

Resolution: After due consideration, the Meeting resolved to approve the allocation of 2025 profit, by a majority vote of the shareholders attending the Meeting and casting their votes, as follows:

	Number of votes		Percentage
Approved	10,512,300,626	votes	99.9998
Disapproved	26,416	votes	0.0002
Abstained	26,500	votes	-

Agenda Item 4: To consider electing directors in replacement of those who retire by rotation

The Company Secretary proposed the Meeting to consider and approve the election of directors in replacement of those who retire by rotation and then invited Mr. Predee Daochai, Chairman of the Nomination and Remuneration Committee, to provide the Meeting with the information in support of the consideration.

Mr. Predee Daochai, Chairman of the Nomination and Remuneration Committee, informed the Meeting that Article 17 of the Company's Articles of Association provides that one-third of the members of the Board of Directors shall retire from office by rotation at every annual general meeting. In 2026, there were five directors due to retire by rotation, namely:

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| 1 | Mr. Chuladej Yossundharakul, M.D. | Director |
| 2 | Miss Poramaporn Prasarttong-Osoth, M.D. | Director |
| 3 | Mrs. Narumol Noi-am | Director |
| 4 | Mr. Subhak Siwaraksa, Ph.D. | Independent Director |
| 5 | Mr. Thongchai Jira-alongkorn | Director |

Furthermore, between 1 December 2025 and 14 January 2026, the Company gave shareholders an opportunity to nominate a person qualified for the position of director who possesses no prohibited characteristics to be elected as a director in accordance with the criteria posted on the Company's website, and no shareholders nominated any person.

As proposed by the Nomination and Remuneration Committee, the Board of Directors excluding interested directors, had taken careful and thorough consideration and was of the view that the 5 directors according to the name lists proposed to reappoint to hold office, are

knowledgeable, capable, and has been considered in accordance with the process specified by the Company by having the qualifications in accordance with the relevant criteria and having suitable qualifications for the Company's business operations. This being the case, it was deemed appropriate to propose that the Meeting consider and re-appoint the 5 directors who are due to retire by rotation as mentioned above to hold office for another term.

In this connection, the directors nominated for appointment do not hold a directorship position in any other company in conflict or competition with the Company.

The profiles, experience, periods of directorship, and the number of attendances at board and subcommittee meetings of the 5 former directors being nominated for reappointment as directors, are set out in Enclosure 1, and the criteria and guidelines for the nomination and appointment of directors of the Company are set out in Enclosure 3 of the notice of the Meeting, which has been delivered to the shareholders.

The Company Secretary then allowed shareholders to ask questions or express opinions in relation to this agenda item. No shareholders asked questions or expressed opinions. The Company Secretary then requested the Meeting to cast votes on this agenda item and informed the Meeting that the resolution on this agenda item passed by a majority vote of the shareholders attending the Meeting and casting their votes. The Company would conduct the voting for the election of directors on an individual basis.

Resolution: After due consideration, the Meeting resolved to approve the reappointment of five directors who are due to retire by rotation, and for them to hold office as directors for another term, as proposed. The votes were cast individually for each director, as follows:

4.1	Mr. Chuladej Yossundharakul, M.D.	Director	
			Number of votes
			Percentage
	Approved	8,580,489,206	votes 81.6276
	Disapproved	1,931,260,813	votes 18.3724
	Abstained	603,524	votes -
4.2	Miss Poramaporn Prasarttong-Osoth, M.D.	Director	
			Number of votes
			Percentage

Approved	9,441,999,722	votes	89.8187
Disapproved	1,070,286,297	votes	10.1813
Abstained	67,524	votes	-

4.3 Mrs. Narumol Noi-am Director

	Number of votes		Percentage
Approved	10,295,136,516	votes	97.9393
Disapproved	216,613,503	votes	2.0607
Abstained	603,524	votes	-

4.4 Mr. Subhak Siwaraksa, Ph.D. Independent Director

	Number of votes		Percentage
Approved	10,470,992,882	votes	99.6238
Disapproved	39,539,737	votes	0.3762
Abstained	1,820,924	votes	-

4.5 Mr. Thongchai Jira-alongkorn Director

	Number of votes		Percentage
Approved	10,187,871,010	votes	96.9301
Disapproved	322,667,009	votes	3.0699
Abstained	1,815,524	votes	-

Agenda Item 5: To consider approving the directors' remuneration

The Company Secretary proposed the Meeting to consider and approve the directors' remuneration and then invited Mr. Predee Daochai, Chairman of the Nomination and Remuneration Committee, to provide the Meeting with the information in support of the consideration.

Mr. Predee Daochai, the Chairman of the Nomination and Remuneration Committee, informed the Meeting that the Nomination and Remuneration Committee had thoroughly considered various aspects of appropriateness by taking into account the economic situation, the revenue

and profit growth of the Company, including the concordance with businesses of the same size, as well as suitability to the duties and responsibilities of directors. It is of the opinion that the rate of meeting allowance for the Board of Directors and sub-committees, and the medical expense for external directors shall be maintained at the same rate as the previous year as well as criteria for calculating the director's remuneration at the rate of 0.1 percent of total revenue according to the latest version of consolidated financial statements shall be maintained the same. The total revenue for 2025, equivalent to Baht 113,272 million, was calculated as Baht 113.27 million. The Nomination and Remuneration Committee had considered various factors and deemed it appropriate to propose the director's remuneration equivalent to Baht 98 million, which is the same rate as the previous year and within the limit according to the criteria.

In this regard, the Board of Directors, as proposed by the Nomination and Remuneration Committee, deemed it appropriate to propose that the Meeting consider and approve the directors' remuneration as set out below:

1. Remuneration of the Company's directors

Details	Proposed to 2026 AGM	2025 AGM	2024 AGM
1.1 Directors' remuneration (total) to be allocated among the board members themselves	Baht 98 million	Baht 98 million	Baht 98 million
1.2 Meeting allowances - Chairman	Baht 75,000 per meeting	Baht 75,000 per meeting	Baht 75,000 per meeting
- Directors (each)	Baht 50,000 per meeting	Baht 50,000 per meeting	Baht 50,000 per meeting
1.3 Medical Expenses (For outside directors who are not executives or employees under employment contracts with the Company and/or its affiliates, and for treatment at Bangkok Hospital and affiliated hospitals only)	Baht 3 million/ person/ year (from the 2026 AGM to the next AGM)	Baht 3 million/ person/ year (from the 2025 AGM to the next AGM)	Baht 3 million/ person/ year (from the 2024 AGM to the next AGM)

2. Remuneration of the sub-committees

The subcommittees comprise the Audit Committee, the Executive Committee, the Nomination and Remuneration Committee, the Risk Management Committee, and the Corporate

Governance and Sustainability Committee, all of whose members shall receive remuneration in the form of meeting allowances at the same rate as the previous year, as set out below:

Sub-committee	Proposed to 2026 AGM	2025 AGM	2024 AGM
2.1 Audit Committee - Chairman - Members (each)	Baht 105,000 per meeting Baht 70,000 per meeting	Baht 105,000 per meeting Baht 70,000 per meeting	Baht 105,000 per meeting Baht 70,000 per meeting
2.2 Executive Committee - Chairman - Members (each)	Baht 90,000 per meeting Baht 60,000 per meeting	Baht 90,000 per meeting Baht 60,000 per meeting	Baht 90,000 per meeting Baht 60,000 per meeting
2.3 Nomination and Remuneration Committee - Chairman - Members (each)	Baht 75,000 per meeting Baht 50,000 per meeting	Baht 75,000 per meeting Baht 50,000 per meeting	Baht 75,000 per meeting Baht 50,000 per meeting
2.4 Risk Management Committee - Chairman - Members (each)	Baht 75,000 per meeting Baht 50,000 per meeting	Baht 75,000 per meeting Baht 50,000 per meeting	Baht 75,000 per meeting Baht 50,000 per meeting
2.5 Corporate Governance and Sustainability Committee - Chairman - Members (each)	Baht 75,000 per meeting Baht 50,000 per meeting	Baht 75,000 per meeting Baht 50,000 per meeting	Baht 75,000 per meeting Baht 50,000 per meeting

The Company Secretary then allowed shareholders to ask questions or express opinions in relation to this agenda item.

Ms. Panida Wattanapathimakul, a shareholder, suggested that directors' remuneration should be linked to the Company's profit.

The Company Secretary informed that the Company will take this suggestion into consideration.

No shareholders asked questions or expressed opinions. Therefore, the Company Secretary then requested the Meeting to cast votes on this agenda item and informed the Meeting that the resolution on this agenda item passed by votes of no less than two-thirds of the total number of votes of the shareholders attending the Meeting.

Resolution: After due consideration, the Meeting resolved, by votes of no less than two-thirds of the total number of votes of the shareholders attending the Meeting, to approve the directors' remuneration, as proposed, in accordance with the following votes:

	Number of votes		Percentage
Approved	10,377,305,336	votes	98.7151
Disapproved	135,000,306	votes	1.2842
Abstained	68,901	votes	0.0007

Agenda Item 6: **To consider appointing the auditors for 2026 and fixing the audit fee**

The Company Secretary proposed that the Meeting consider and approve the appointment of the auditors for 2026, and the fixing of the audit fee, and invited Mr. Chavalit Sethameteekul, the Chairman of the Audit Committee, to inform the Meeting of the details in support of the consideration of this agenda item.

Mr. Chavalit Sethameteekul, the Chairman of the Audit Committee, informed the Meeting that as indicated in the information delivered to all shareholders along with the notice of the Meeting, the Audit Committee had selected the auditors of the Company based on the following criteria:

1. The knowledge, ability, and experience of the auditors;

2. The availability of personnel and the number of personnel available, as well as the team's experience and performance in the past;
3. The reasonableness of the proposed fee, as compared to the amount of work and the audit fees of other listed companies at the same level;
4. The independence of the auditors and their audit firm, as not being persons who have a relationship and/or conflict of interest with the Company, its subsidiaries, executives, and major shareholders, or related persons of the aforesaid persons; and
5. The quality control of the significant audit work of the audit firm that helps ensure the quality of audit work.

As proposed by the Audit Committees, the Board of Directors deemed it appropriate to propose that the Meeting consider and approve the following auditors of EY Office Limited, who have all the suitable qualifications according to the aforementioned criteria, as the auditors of the Company for 2026:

List of auditors proposed for appointment in this Meeting	Certified Public Accountant No.	Years signing as an auditor
1. Mr. Chawalit Chaluayampornbut	No. 8881	2024-2025
2. Mr. Somsak Chiratdhitiamphyvong	No. 8874	-
3. Ms. Natteera Pongpinitpinyo	No. 7362	-

In addition, it was proposed to approve the audit fee for 2026 in an amount not exceeding Baht 2,845,000, representing an increase of 8 percent from the previous year.

(Unit: Baht)

Audit Fee	Proposed for 2026	2025	2024
Quarterly audit fee (for 3 quarters)	1,131,000	1,047,000	1,047,000
Annual audit fee	1,714,000	1,588,000 150,000* (one-time charge)	1,588,000
Total audit fee	2,845,000	2,785,000	2,635,000

*Data Migration audit fee for the SAP S4/Hana implementation in 2025.

Remark: The above audit fee does not include other service fees (non-audit fees).

In this regard, EY Office Limited acts as auditor of the Company and all of its subsidiaries. The proposed auditors and EY Office Limited have no relationship with, nor any interests in the Company, its subsidiaries, executives, or major shareholders, nor with related persons of the aforementioned parties. In addition, the auditors demonstrated independence in auditing and providing their professional opinions on the financial statements of the Company and its subsidiaries. The profiles and experience of the nominated auditors for 2026 are set out in Enclosure 5 of the notice of the Meeting that was delivered to the shareholders.

The Company Secretary then allowed shareholders to ask questions or express opinions in relation to this agenda item. No shareholders asked questions or expressed opinions. The Company Secretary then requested the Meeting to cast votes on this agenda item and informed the Meeting that the resolution on this agenda item passed by a majority vote of the shareholders attending the Meeting and casting their votes.

Resolution: After due consideration, the Meeting resolved to approve the appointment of Mr. Chawalit Chaluayampornbut, Certified Public Accountant No. 8881; or Mr. Somsak Chiratdhitiampornbut, Certified Public Accountant No. 8874; or Ms. Natteera Pongpinitpinyo Certified Public Accountant No. 7362, of EY Office Limited, as the auditors of the Company for the year 2026, and to approve the fixing of the audit fee in an amount of Baht 2,845,000 (excluding other non-audit fees), as proposed, by a majority vote of the shareholders attending the Meeting and casting their votes, in accordance with the following votes:

	Number of votes		Percentage
Approved	10,247,351,095	votes	97.4790
Disapproved	265,020,147	votes	2.5210
Abstained	3,301	votes	-

Agenda Item 7: To consider other matters (if any)

The Company Secretary informed the Meeting that, as all agenda items indicated in the notice of the Meeting had been fully considered by the Meeting, the shareholders were to be given an opportunity to ask further questions and express further opinions.

Ms. Supiranat Kaweewat, a proxy from the Thai Investors Association, asked the following questions:

- 1) The progress of the BDMS Silver Wellness & Residence project and the Company's view on the aged care business, including its potential to become a key new revenue driver (New S-Curve) in the current year.
- 2) The progress of the Genomics Center, including its revenue-generating potential and its ability to attract tertiary care patients, and whether these are in line with the targets set by the Company.
- 3) The change in the proportion of revenue from international patients in 2026, particularly in new markets such as Saudi Arabia and the CLMV countries (Cambodia, Laos, Myanmar, and Vietnam), and whether the growth rate has met the Company's targets.
- 4) The impact of changes in co-payment health insurance conditions on patient utilization behavior, as well as the Company's approach to collaborating with insurance providers in designing packages to help reduce patients' financial burden.

Miss Poramaporn Prasarttong-Osoth, M.D., President, addressed questions 1) and 2) as follows:

- 1) The BDMS Silver Wellness & Residence project is separate from the Aged Care business and is intended to expand the Company's holistic wellness offerings for customers of all age groups, rather than focusing solely on the elderly. Nevertheless, a portion of the target customers may include individuals aged 50 and above who have strong purchasing power and place importance on health and well-being. Currently, the project has commenced construction and is in the piling phase. It is being developed in collaboration with various partners across multiple components, including the retreat, retail, and residential segments. The Company plans to hold a press conference around June this year to disclose further details of the project. Overall, the project is progressing in line with the planned timeline.

The Company's aged care business is divided into two segments as follows:

- The first segment focuses on medical treatment, involving the development of Centers of Excellence for major diseases such as cardiovascular diseases, cancer, neurological disorders, as well as trauma and orthopedic conditions, which are

common and complex among the elderly. Currently, the Company has established Centers of Excellence in 10 hospitals. However, other hospitals that are not designated as Center of Excellence have also been enhancing their capabilities in elderly care, particularly for inpatient services. This includes the design of rooms and care models tailored to elderly patients, who require closer attention than other age groups. This type of care is referred to as geriatric care, which the Company has continuously developed. At present, the proportion of elderly inpatients has been steadily increasing.

- The second segment focuses on preventive care and health promotion for the elderly, covering a broad age range starting from 50–70 years and above. The Company does not focus solely on treating elderly patients when they become ill, but places importance on maintaining good health, enabling individuals to remain independent and live as they wish. This approach is referred to as *Healthspan*, which emphasizes extending the period during which individuals can maintain good health and quality of life for as long as possible. This segment is closely linked to the Company’s wellness business, hospital services, laboratory services, and pharmacy business. The Company views this as a large and high-potential customer segment.
- 2) The Genomics Center has evolved from its initial role of providing one-time genetic testing into a more advanced and diverse range of genomic services. Currently, genomic testing includes both disease-specific analyses, such as assessing risks for cardiovascular diseases, neurological disorders, and other conditions, as well as comprehensive individual assessments under the concept of personalized medicine. The Company has trained specialists in genomic interpretation stationed across its hospitals, as well as within the Genomics Center’s laboratory unit (N Health Novogene Genomics). The primary direction for business expansion focuses more on disease prevention rather than treatment. By identifying genetic risks early, appropriate preventive measures or interventions can be implemented to delay or avoid the onset of diseases. Genomic technology continues to advance rapidly, particularly in international markets, and the Company actively monitors and adopts new knowledge and innovations. Although revenue from the genomics business is currently not significant, it plays an important role in strengthening the Company’s integrated healthcare

ecosystem. In addition, the Genomics Center provides services to both public and private sector clients.

Mrs. Narumol Noi-am, Chief Financial Officer, addressed questions 3) and 4) as follows:

- 3) In the first quarter, the revenue contribution remained approximately 70 percent from Thai patients and 30 percent from international patients. For international patients from Saudi Arabia and the CLMV countries (Cambodia, Laos, Myanmar, and Vietnam), there was a slight decline. The first quarter coincided with the Ramadan period, after which patient volumes typically increase. However, this year, the situation has been affected by unrest in the Middle East, resulting in a lower-than-expected return of patients. As for the CLMV countries, when compared to the previous year (excluding Cambodia), it was found that the growth rate in the first quarter of this year was slightly below the target.
- 4) Regarding co-payment health insurance, such policies have only recently begun to be actively introduced, unlike the penalty co-payment concept that gained attention in the previous year. Therefore, the impact is not yet clearly observable at this stage. However, it has been observed that insurance companies offering co-payment policies often provide lump-sum payment products alongside them. Under current economic conditions, consumers tend to prefer lump-sum payment policies, particularly when the overall coverage does not differ significantly. The Company has also collaborated with insurance companies in various areas, such as participating in hospital networks, with more than half of BDMS hospitals included in insurance companies' networks. This reflects strong collaboration and close partnerships between the Company and insurance companies.

Mr. Noraset Jansut, a shareholder, inquired whether the Company has plans to increase the proportion of international patients during 2026–2028, and what strategies would be implemented.

Miss Poramaporn Prasarttong-Osoth, M.D., President, informed that currently, the proportion of international patients is approximately 30 percent, while Thai patients account for 70 percent. The Company aims to maintain this ratio at a similar level, although there may be adjustments in the mix of nationalities and efforts to explore new opportunities in international markets. For the period 2027–2028, the Company sees growth opportunities in certain business

segments, particularly in the wellness business, where international clients currently account for more than 50 percent of users. In some sub-segments, the proportion of international customers is expected to increase further in the future.

Mr. Sathaporn Kotheeranurak, a shareholder, inquired about the impact of war and oil price volatility on the Company's operations, and how the Company plans to manage such factors.

Miss Poramaporn Prasarttong-Osoth, M.D., President, informed that the Company has established an Enterprise Risk Management (ERM) function for several years, which has clearly categorized different types of risks and assigned relevant units to monitor and assess them in alignment with current situations, including financial risks, supply chain risks, legal risks, and other key risk areas. In the current year, the Company has intensified its risk management practices by increasing the frequency of monitoring meetings from quarterly to monthly, and in some cases, to weekly, in order to ensure close and timely oversight. The Company does not focus solely on specific risks such as oil prices or commodity costs, but rather considers the overall interconnected impact across multiple dimensions. A key strength of the Company lies in its integrated network of hospitals, laboratories, and pharmacies, which support one another, particularly in supply chain management, a critical factor for operations. In addition, the Company continues to manage costs efficiently and has implemented dashboards to monitor data and situations on a daily basis. Strategies and operational approaches are regularly adjusted to align with current conditions. At present, the Company has not encountered any risk issues that cannot be managed. However, it views global crises or volatility as opportunities to enhance and improve operational efficiency, similar to how it leveraged the COVID-19 pandemic as an opportunity to strengthen organizational performance.

Mr. Samrit Nawajongphan, a shareholder, asked the following questions:

- 1) In light of rising energy costs, slowing economic growth, and declining consumer purchasing power, which may impact hospitals in the mid-to upper-tier segment, what measures and strategies does the Company have in place to address these factors?
- 2) Given the ongoing conflict with a neighboring country, which is unlikely to be resolved in the short term, what proportion of revenue is derived from patients from Cambodia? Additionally, what is the outlook for the Company's hospital operations in Cambodia, and how does the Company plan to adapt to such circumstances?

- 3) In terms of service delivery, are there any areas where the hospitals can further improve to enhance quality and better meet the needs of patients?
- 4) From the management's perspective, what are the key challenges the Company is expected to face in the future?

Miss Poramaporn Prasarttong-Osoth, M.D., President, informed that rising energy costs have impacted multiple areas, including overall cost management and personnel expenses. The Company has been closely monitoring and managing costs across all categories. In response to the economic slowdown, the Company has reviewed its cost structure and investment plans and may consider postponing certain non-urgent projects to align with current conditions. From a business perspective, the Company noted that in some areas, particularly Bangkok and the Eastern region, the hospital market is relatively saturated. Therefore, this year and the next, the Company has no plans to expand bed capacity or open new hospitals and will instead focus on maximizing the efficiency of existing resources and assets, while continuing to enhance staff capabilities. Regarding declining consumer purchasing power, the Company operates hospitals across multiple tiers, each with strategies tailored to their respective customer segments. The Company continues to prioritize maintaining public trust in the quality of services across all its brands and remains committed to upholding these standards. In the near term, the Company has no plans to increase service prices and will aim to maintain reasonable pricing for as long as possible. Revenue from patients in neighboring countries currently accounts for approximately 2–3 percent of total revenue. In setting targets for this year, the Company has not included assumptions for revenue from these markets due to uncertainties observed since late last year. As a result, hospitals that previously relied on such revenue have proactively diversified their customer base and revenue sources. Looking ahead, the Company views that such volatility is likely to occur more frequently and continuously. Therefore, management must be capable of closely monitoring the situation and responding swiftly and effectively.

Mr. Pongthep Bovornyanong, a shareholder, asked the following questions:

- 1) What are the differentiating features or unique strengths of the Hercules project currently under construction, compared to other real estate or wellness residence projects?

- 2) What are the Company's short-term mitigation strategies and its five-year business plan in light of declining birth rates in the country and the ongoing unrest in the Middle East?

Miss Poramaporn Prasarttong-Osoth, M.D., President, informed as follows:

- 1) The Hercules project, or BDMS Silver Wellness & Residence, has been developed to support the Company's wellness business, encompassing both wellness tourism and a lifestyle approach focused on holistic well-being (Wellness Living). The Company believes that such a fully integrated business model has not previously existed, either in Thailand or globally. The objective is to develop this project as a prototype for a lifestyle that integrates healthcare across all aspects of daily living. The concept focuses on creating a holistic wellness ecosystem in which various components support one another, including retreat/hotel facilities, clinics, retail spaces, and residential units, all operating in an integrated manner. The project also involves collaborations with partners across multiple sectors. Although both domestic and international real estate developers have shown interest in incorporating wellness concepts into their own projects and have approached the Company for collaboration, BDMS remains focused on completing this project as a flagship model first. The Company believes that this project will play a key role in elevating and advancing Thailand's wellness industry.
- 2) Regarding the Company's strategy in response to the declining population trend, this has been previously addressed. With respect to the unrest in the Middle East, the Company has been closely monitoring and assessing this trend over the past 2–3 years, particularly as many countries have been strengthening their domestic healthcare systems. As a result, the Company recognizes that relying heavily on patients from any single country may pose risks. Accordingly, the Company has adopted a strategy to diversify its international patient base by segmenting it into multiple sub-groups, thereby reducing risk and exploring new opportunities. This approach has been implemented since last year. While the Company will continue to focus on growing its international patient segment, it will avoid over-reliance on any single market.

Ms. Panida Wattanapathimakul, a shareholder, asked the following questions:

- 1) What proportion of the Company's total revenue is derived from patients from the Middle East?

- 2) What is the Company's expected revenue growth rate for 2026?
- 3) To what extent can the adoption of artificial intelligence (AI) help reduce costs in the current year?

Mrs. Narumol Noi-am, Chief Financial Officer, informed as follows:

- 1) Revenue from patients in the Middle East accounts for approximately 4 percent of the Company's total revenue.
- 2) For the revenue growth outlook for this year, the Company has provided guidance to analysts since the beginning of the year, expecting total revenue to grow by approximately 2–4 percent. This estimate is based on the projected growth of Gross Domestic Product (GDP), as well as the impact from a decline in certain patient segments. However, the Company noted that this projection will need to be closely monitored and reassessed, particularly in light of the ongoing unrest in the Middle East, which may affect the underlying assumptions and forecast figures.
- 3) At present, the Company's adoption of artificial intelligence (AI) is primarily focused on enhancing operational efficiency. As for cost reduction outcomes, the Company is not yet able to quantify the impact in precise numerical terms at this stage.

Mr. Weerachai Phianphondeesakul, a shareholder, inquired about the Company's approach to controlling costs and operating expenses in 2026, given that expenses increased at a higher rate than revenue in the previous year.

Mrs. Narumol Noi-am, Chief Financial Officer, informed that approximately 80 percent of the Company's cost structure consists of medical personnel expenses, doctor fees, and costs of drugs and medical supplies. In terms of personnel, the Company must ensure appropriate care and compensation, making cost reductions in this area relatively limited. Therefore, the Company primarily focuses on managing costs related to drugs and medical supplies. This year, it has implemented a network procurement approach. In addition, the Company has introduced measures to control the remaining approximately 20 percent of expenses, which are selling, general and administrative expenses (SG&A), such as reducing marketing expenses and increasing the use of online channels. In this year, the Company expects to be able to better control and reduce expenses. However, when considered as a proportion of

revenue, performance and the overall situation will still need to be closely monitored going forward.

Mr. Thanakorn Thawornsatsanawong, a shareholder, inquired about the progress regarding the implementation of drug price caps and how such measures may impact the Company.

Miss Poramaporn Prasarttong-Osoth, M.D., President, informed that the current measure by the Ministry of Commerce is not a drug price cap. Rather, it requires hospitals to disclose and inform patients of drug prices in advance, including prior notification in the event of any price adjustments. In addition, the measure is based on a request for cooperation in considering drug price adjustments. At present, this measure has not had a material impact on the Company's operations.

Given that many shareholders raised similar questions, the Company has compiled the questions and responses in the appendix to these minutes of the shareholders' meeting.

As no shareholders asked any further questions or expressed any further opinions, the Chairman then declared the Meeting adjourned and expressed his appreciation to all shareholders for their participation and providing beneficial recommendations to the Company.

The Meeting was adjourned at 15.20 hrs.

Signed by **Professor Emeritus Santasiri Sornmani, M.D.**
(Professor Emeritus Santasiri Sornmani, M.D.)
Chairman of the Meeting

Signed by **Kessara Wongsekate**
(Miss Kessara Wongsekate)
Company Secretary

**Summary of additional questions from shareholders
that were not addressed during the meeting**

	Name - Surname	Question	Clarification
Agenda Item 7			
1.	Ms. Chananchida Chokmanasakul, proxy from Visudhi Pharnich Co., Ltd.	<p>1. What are the Company's plans to manage medical service costs, cost of sales, and administrative expenses in order to maintain profit margins and drive continuous net profit growth in 2026? Additionally, what cost-related risks or pressures does the Company anticipate that may impact its performance in 2026?</p> <p>2. The Company has invested in and implemented artificial intelligence (AI) in its operations. Could you elaborate on the extent to which AI has contributed to cost savings or efficiency improvements. Additionally, what were the reasons for the decline in EBITDA margin and net profit margin in 20256, and does the Company expect to see a</p>	<p>The Company has plans to manage costs in order to maintain profitability, focusing on three key areas:</p> <ol style="list-style-type: none"> 1. Enhancing operational efficiency by leveraging AI and technology to improve overall performance 2. Managing procurement costs through centralized purchasing and sourcing alternative suppliers for drugs and medical supplies to achieve optimal cost levels 3. Exercising strict cost control by reviewing the necessity of expenses and investments, and postponing non-essential items <p>The Company has continuously implemented AI to enhance operational efficiency. For example, the intelligent medical resource management innovation (BURT) utilizes AI to manage medical resources and has resulted in personnel cost savings of approximately THB 33.5 million. In addition, other AI applications have been deployed to improve the quality and safety of medical</p>

	Name - Surname	Question	Clarification
		clearer positive impact from AI on margins in 2026?	<p>services, although their impact cannot yet be directly quantified in monetary terms. These include AI-assisted radiology diagnostics, voice-based medical documentation systems, and drug allergy detection systems.</p> <p>With respect to profitability, AI adoption is still being gradually scaled up. At this stage, it primarily contributes to improving operational efficiency and service quality. The Company expects to see more tangible positive impacts on margins in the future.</p>
2.	Mr. Anuphap Thippayakorn, a shareholder	Given the prolonged situation in the Middle East, which may affect the purchasing power of patients, how has the Company adjusted its business strategy, and is there a need to revise down its revenue forecast for 2026?	<p>The Company is closely monitoring the situation in the Middle East and has begun to observe a slowdown in patient volumes from the region. However, the Company has not yet revised down its revenue forecast for 2026, as it is still in the process of monitoring and assessing the impact of the situation.</p> <p>At the same time, the Company places importance on ensuring a sufficient and continuous supply of drugs and medical supplies to support service delivery and mitigate any potential impact on overall operations.</p>

	Name - Surname	Question	Clarification
3.	Mr. Weerachai Phianphondeesakul, a shareholder	Given the ongoing conflict in the Middle East, how does the Company view the situation in terms of opportunities and its impact on operations in 2026? Additionally, what are the key risks that may affect the Company, and what measures has the Company implemented to manage and mitigate such risks?	<p>The Company is closely monitoring the situation in the Middle East and preparing proactively, particularly in relation to energy costs, drug costs, and medical supplies. On the revenue side, there may be some impact from patients from certain countries in the region.</p> <p>In terms of opportunities, the Company views that, in the long term, there may be increased international migration, which could support demand for healthcare services in Thailand. To manage risks, the Company has adopted strategies including diversification of its patient base, close cost control, and strengthening the resilience of its supply chain.</p>
4.	Mr. Suban Yenjaiyon, a shareholder	1. How has the conflict situation in the Middle East impacted the Company's performance, and what strategies has the Company adopted to adjust or identify alternative customer bases?	<p>With respect to the impact, the Company has previously provided clarification. Regarding its adaptation strategy, the Company does not view this as a short-term effort to find replacement customers, but rather as part of an ongoing strategy to broaden and diversify its customer base.</p> <p>The Company has developed medical check-up and treatment packages to facilitate patients' decision-</p>

	Name - Surname	Question	Clarification
			<p>making, while continuously enhancing its treatment capabilities through the development of Center of Excellence (COE) and strengthening expertise in specialized fields. This enables the Company to serve a wider range of patient segments and supports sustainable growth.</p>
		<p>2. In light of social media reports regarding reductions in working hours of doctors and nurses in private hospitals due to declining patient volumes, has the Company experienced a decrease in the number of patients using its services?</p>	<p>The Company has observed a slowdown in certain patient segments, particularly those with common or less complex conditions, as economic conditions have led consumers to be more cautious with their spending. Some patients have also shifted toward public hospitals.</p> <p>However, demand for complex conditions and specialized services remains strong and continuous.</p> <p>The Company therefore manages its capacity and workforce to align with demand across different patient segments, while maintaining treatment quality and operational efficiency.</p>