

Sikarin Public Company Limited (the "Company") recognizes the importance of driving the organization by creating a culture of innovation. By providing training, creating understanding, and creating

An atmosphere for employees to come up with new ideas and promote innovation to create added value for the Company and its stakeholders. This is an important factor in the success of the strategy aimed at developing, serving and differentiating while creating social and environmental value that results in economic, social and environmental outcomes, as well as promoting work process improvement, creativity and sustainable business competitiveness.

Innovation Management Practices

Determine guidelines for knowledge development and recruit innovations that meet the organizational strategy and innovation development strategy based on cooperation with organizations at both the national and international levels. The Investment Committee is also required to consider investing in innovations that can be used practically and produce concrete results with the following details:

- 1. Analyze the needs of patients and ways to deliver the value of innovation to service users.
- 2. Establish an innovation management master plan, including the allocation of resources and budgets to promote appropriate innovation.
- 3. Research and development of new medical knowledge and cooperation with medical partners.
- 4. Establish an effective innovation management process. The structure of responsible persons at the organizational level is defined with roles and operational processes.
- 5. Organize training to educate about innovation and organize activities to promote innovation to improve medical services for patients. The focus is on creating the best experience and benefits for patients.
- 6. Promote the integration of technology and medical expertise to increase the potential of health services that can meet patients anytime, anywhere with standards and expertise.
- 7. Promote the development of potential and creativity for personnel to be able to be creative. Select and apply innovations in appropriate work processes, as well as promote the exchange of resources and knowledge in the development of innovations between departments.
- 8. Supervise the innovation management process in accordance with the laws and regulations of relevant countries.
- 9. Require the evaluation of the efficiency of the innovation management process, monitor and report the performance to the relevant management and committees to provide suggestions and improve the operation in accordance with the innovation master plan continuously.

This Innovation Management Policy and Guidelines is 2nd revised version and is effective from 20 January 2024 onwards, according to the resolution of the Supervisory and Business Committee at its meeting No. 1/2024 on 19 January 2024.

pl.

Mr. Seni Chittakasem Chairman of Corporate Governance Committee