

**Minute of the Annual General Meeting of Shareholders for the year 2026**  
**of**  
**Sikarin Public Company Limited**

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The Annual General Meeting of Shareholders for the year 2026 of Sikarin Public Company Limited ("Company") meeting on Wednesday 22 April 2026 at 9:00 am, at Sikarin Grand Room at the 8th Floor, Building 3 Sikarin Hospital, No. 976 Lasalle Road, Bangnatai, Bangna District, Bangkok 10260 and via electronic means (hybrid meeting format).

There were 31 shareholders attending the meeting in person representing a total of 51,118,046 shares and 81 shareholders given proxy to attending the meeting representing a total of 1,555,943,917 shares from the total number of shares issued, totaling 112 shareholders. The number of shares attending the meeting equal to 1,607,061,963 shares from the total number of shares outstanding of 2,034,828,649 shares or representing 78.9777 percent, which is more than one third of shares outstanding. Quorum in accordance with Article 16 of the Company.

The meeting commenced at 9:00 am. by Mr. Seni Chittakasem, Chairman of the Board, acting as the Chairman of the meeting ("**Chairman**"). Before commencing the meeting of shareholders for the year 2026, the Chairman introduced the Board of Directors, Executive Advisors, and other participants that will serve to answer shareholders' inquiries with the following names:

Directors attending the meeting in total of 15 persons, accounted for 100 percent of the total number of directors

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|-----------------------------------|---|
| 1. Mr. Seni Chittakasem           | Chairman of the Board of Director / Independent Director / Chairman of The Risk Management Committee / Chairman of Corporate Governance Committee |
| 2. Pol. Lt. Gen. Jarax Sangtaweep | Vice Chairman / Chairman of the Executive Committee / Chairman of the Sustainability Committee  |

3. Mr. Sakchai Tanaboonchai Vice Chairman / Independent Director / Chairman of the Compensation Committee / Director of the Risk Management Committee / Director of Corporate Governance Committee
4. Mr. Sanya Sarayudh Vice Chairman / Executive Director
5. Dr. Atirat Charoonsri Director / Executive Director / Director of the Sustainability Committee
6. Mr. Pramuanchai Taweeseedt Independent Director / Chairman of the Audit Committee / Director of Corporate Governance Committee
7. Air Chief Marshal Nipat Wuttironarit Independent Director / Director of the Recruitment Committee / Director of Corporate Governance Committee
8. Mr. Jarun Wiwatjesadawut Director / Chairman of the Recruitment Committee
9. Mr. Chaisith Viriyamettakul Director / Director of the Risk Management
10. Mr. Sucheep Boonveera Director / Executive Director
11. Mr. Senee Krajangsri Director / Executive Director
12. Mr. Kasidit Ajanant Independent Director / Director of Audit Committee / Director of Corporate Governance Committee
13. Dr. Vichya Kreangam Independent Director / Director of the Audit Committee / Director of the Compensation / Director of Investment Committee / Director of Corporate Governance Committee
14. Dr. Tim Noparumpa Director / Director of the Recruitment Committee / Director of the Compensation / Director of Investment Committee
15. Mr. Suriyan Kojonroj Director / Executive Director / Director of the Sustainability Committee / Chairman of Investment Committee / Company Secretary

## Other Participants

- |                                      |   |
|--------------------------------------|---|
| 1. Gen. Viroj Sangsnit               | Chief Advisor of the Board Directors                      |
| 2. Professor Dr. Wissanu Krea-ngam   | Advisor of the Board Directors                            |
| 3. Mr. Terapot Charoonsri            | Advisor of the Board Directors                            |
| 4. Miss Paweena Chanchanasopon       | Chief Financial Officer                                   |
| 5. Mrs. Parinda Vongsakul            | Assistant Company Secretary                               |
| 6. Miss Ployphan Wisetsinthop        | Assistant Company Secretary                               |
| 7. Miss Chanakarn Yodying            | Assistant Company Secretary                               |
| 8. Mr. Surasak Suttamas              | Chief Management and Human Resource Officer               |
| 9. Doctor Sawitree Jantanalaj        | Director of Sikarin Bangkok Hospital                      |
| 10. Doctor Ketsopon Jatwattanakul    | Director of Sikarin Samutprakan Hospital                  |
| 11. Doctor Thongchai Chatyingmongkol | Chief Medical Officer                                     |
| 12. Miss Janejira Lekvichittada      | Financial Advisor from Siam Alpha Capital Company Limited |
| 13. Mr. Thammarat Hoboonmasut        | Legal Advisor from Insight Legal Company Limited          |
| 14. Miss Roongnapha Saengchan        | Auditor from Dharmniti Auditing Company Limited           |

Mr. Suriyan Kojonroj, the secretary of the meeting, inform the meeting that the Company will record the meeting in the form of video media and will publish the video for shareholders to view via the Company's website at a later date.

In addition, although the COVID-19 situation has improved, the Company continued to arrange seating for meeting attendees with appropriate physical distancing and provided hand sanitizers at the entrance to the meeting room

In this year, the Company convened the Annual General Meeting of Shareholders in a hybrid format in compliance with applicable notifications, regulations, and laws. The Company utilized an electronic meeting system provided by Inventech Systems (Thailand) Company Limited, a specialized service provider of electronic shareholder meeting control systems. The system complies with the standards for electronic meetings prescribed by the Electronic Transactions Development Agency and has been certified by relevant authorities. The meeting

control system has been duly certified, and the voting system has undergone a self-assessment of conformity with the requirements of the Electronic Transactions Development Agency

For participants attending the meeting via electronic means, the Company has already delivered the meeting access link together with the user manual to all participants via email. Participants are requested to comply with the rules, conditions, and procedures for voting, voting, and raising questions or expressing opinions as specified by the Company. If participants encounter any difficulties accessing the meeting system or the voting system, they may follow the instructions provided in the user manual, select the 'Help' menu, or contact the staff of Inventech Systems (Thailand) Company Limited. at telephone number +66 (0) 2460 9226. In case of any system disruption during the meeting, participants will receive an email enabling them to join the meeting via the backup system.

The Chairman then informed the Meeting of the procedures for conducting the meeting, including the procedures for raising questions and casting votes, as follows:

The Meeting will consider the matters in accordance with the agenda items as specified in the Invitation of the Meeting. Information will be presented for each agenda item, and shareholders will be given the opportunity to ask questions prior to voting. The voting results will be announced to the Meeting upon completion of the vote counting for each respective agenda item.

#### **Procedures for Asking Questions or Expressing Opinions**

- (1) For shareholders attending the meeting in person at the meeting venue, if a shareholder wishes to raise a question, the shareholder is requested to state his/her name and surname (or that of the proxy), specify the relevant agenda item and the question, or write down the question, indicating the agenda item and the name and surname of the shareholder/proxy on the paper provided, and submit it to the Company's staff.
- (2) For shareholders attending the meeting via electronic means (E-AGM), participants are requested to select the agenda item for which they wish to ask questions or express opinions, click the 'Question' button, type their inquiry, and then click 'Submit Question'

- (3) The Company will respond to questions relevant to each respective agenda item or under Agenda 9. If there are numerous questions or questions of a similar nature, the Company reserves the right to consider selecting or consolidating such questions as deemed appropriate. For any questions not addressed during the Meeting, the Company will provide responses to shareholders via the Company's website or by e-mail, as notified by the shareholders.

### **Procedures for Voting**

- (1) The voting at this Meeting shall be conducted by open voting and not by secret ballot
- (2) Each shareholder shall have one vote per share. If any shareholder has a special interest in any matter, such shareholder shall not be entitled to vote on that matter.
- (3) For shareholders attending the meeting in person at the meeting venue:
  - Shareholders may cast their votes as 'Approve', 'Disapprove', or 'Abstain' by marking the designated box on the ballot. Each shareholder must select only one option and may not split their votes. For transparency in the voting process, shareholders are requested to sign their names on the ballot
  - For each agenda item, the Company's staff will collect the ballots from shareholders and deliver them to the designated officers for recording and tabulation of the votes.
  - In the event that a shareholder does not submit a ballot for any agenda item, the vote counting system shall deem such shareholder to have approved that agenda item.
  - Ballots in the following circumstances shall be deemed invalid:
    - Ballots on which more than one box is marked shall be deemed invalid
    - Ballots containing erasures or corrections without the shareholder's signature affixed shall be deemed invalid
  - Shareholders who wish to leave the meeting early or who will not be present in the meeting room during any agenda item may exercise their voting rights by submitting their ballots in advance to the Company's staff at the vote counting desk located at the entrance/exit.

- (4) For shareholders attending the meeting via electronic means (E-AGM):
- For voting, shareholders are required to select the agenda item for which they wish to cast their vote, then click the 'Vote' button. The system will display the voting options, allowing shareholders to select 'Approve', 'Disapprove', or 'Abstain' within the specified time limit (1 minute).
  - For proxy holders representing multiple shareholders, the system will display the list of all shareholders represented, and voting shall be cast separately for each individual shareholder.
  - In the event that a shareholder wishes to change their vote, they may do so by clicking the 'Cancel Vote' button and selecting a new vote. However, once voting for the relevant agenda item has been closed, shareholders will no longer be able to cast or change their votes.
  - For any shareholder who does not cast a vote within the specified time, the Company shall deem such shareholder to have voted 'Approve' for that agenda item.
  - In the case where a proxy holder represents multiple shareholders, to access other accounts, please select the 'User Account' menu and click the 'Switch Account' button to log in to the accounts of other represented shareholders. Switching accounts will not remove any votes from the meeting's vote base.
  - In the event that a shareholder logs out of the meeting quorum prior to the closing of voting for any agenda item, such shareholder's votes shall not be counted as part of the quorum for that agenda item, and such votes will not be included in the vote counting for the remaining agenda items. However, logging out of the quorum for any agenda item shall not prejudice the rights of the shareholder or proxy to rejoin the meeting and to cast votes on agenda items that have not yet been considered in the system.

#### **Vote Counting and Tabulation**

- (1) For the counting of votes from ballots of shareholders attending the meeting in person (Physical), the Company will use a barcode system.
- (2) For the counting of votes of shareholders attending the meeting via electronic means (E-Meeting), the Company will use an online voting system (E-Voting).

- (3) In order to comply with Article 17 of the Company's Articles of Association,
  - For Agenda 2, Agenda 4, Agenda 5, Agenda 6, and Agenda 7 must be approved with a majority vote of the total number of votes of the shareholders. The shares that attend the meeting and vote are the counting of votes of the shareholders in that agenda and will not count those who abstain and lose the card as the basis for counting votes.
  - As for voting for Agenda 8, which must pass a resolution of not less than two-thirds of the total votes of the shareholders who attend the meeting will count the votes of "agree", "disagree", "abstain", including invalid ballot as the base for counting votes.
- (4) Upon completion of the vote tabulation, the Company will announce the vote counting results and the resolution for such matter to the Meeting. The votes counted shall include those of shareholders attending the Meeting in person and by proxy. For each agenda item, the number of shares used as the voting base shall be that of the shareholders present at the time of voting for such agenda item
- (5) For shareholders who have appointed a proxy to attend the Meeting with voting instructions specified in the proxy form, the Company will count such votes for each agenda item in accordance with the aforementioned procedures. However, in the event that the proxy grantor has not specified voting instructions for any agenda item, or has specified them unclearly, or in the event that the Meeting considers or resolves on any matter other than those specified above, including any amendments, changes, or additional facts, the proxy shall have full discretion to consider and vote on behalf of the proxy grantor as deemed appropriate. The proxy is requested to cast votes in accordance with the procedures as notified.
- (6) For any agenda item requiring a resolution where additional time may be needed to collect and tabulate votes, the Company may proceed to consider the next agenda item prior to announcing the voting results. The voting results will be announced to the Meeting immediately upon completion of the vote counting.

To ensure transparency in vote counting, the Company invites legal advisor and ask for 2 shareholders or proxies to nominate as vote counting committees. There are two shareholders involved. The name is as follow:

- |     |                                  |               |
|-----|----------------------------------|---------------|
| (1) | Miss Kamolchanok Leelarattanakul | Legal Advisor |
| (2) | Miss Kamolporn Chayasirisakul    | Proxies       |
| (3) | Miss Sakunrat Muang-on           | Proxies       |

For the Annual General Meeting of Shareholder Year 2026, the Company gave the shareholders an opportunity to propose matters to be included in the meeting agenda and nominate a person to be elected as a director before the meeting in advance between 3 November 2025 to 31 January 2026. It appears that no shareholders propose matters for inclusion as an agenda or nominate a person to be considered as a director in any way.

In addition, the Company has posted the invitation letter to the Annual General Meeting of the Shareholder Year 2026 on the Company's website and report to the Stock Exchange of Thailand Since 25 March 2026, to give shareholders the opportunity to consider various agendas before today's meeting.

The Chairman began the process of the meeting in each agenda as follows:

#### **Agenda 1: The Chairman informed the Meeting**

The Chairman informed the Meeting that there is currently an energy crisis arising from tensions between the United States and Iran, which has affected Thailand as an energy-consuming country. The shortage of energy, particularly fuel, has impacted various business sectors, and domestic oil prices have increased. Parties involved in oil pricing in Thailand include the government, refineries, oil traders, business operators, and the public. At present, most refineries are privately owned; therefore, price control mechanisms rely on the Oil Fund to maintain price stability. A substantial amount has already been utilized from the Oil Fund. Going forward, the oil business may need to move towards a more market-based pricing mechanism in accordance with demand and supply. It is necessary to improve the management of the Oil Fund, as well as consider policies such as reductions in excise tax and refinery margins, in order to stabilize prices and prevent shortages. At present, the government is implementing relief measures for six major groups: (1) vulnerable groups; (2) farmers; (3) the fisheries sector; (4) the transportation sector; (5) the business sector, particularly contractors; and (6) other private sectors, especially those related to healthcare.

The current energy crisis, including the closure of the Strait of Hormuz, has affected the transportation of oil and pharmaceuticals. This has led to an increase in drug prices by approximately 4 percent and has caused certain medicines to become scarce in the market. Accordingly, as oil prices rise, pharmaceutical prices have also increased, directly impacting the healthcare sector. In addition to the crisis arising from geopolitical tensions, there are also challenges related to global warming. At present, prolonged extreme heat has been observed, followed by irregular rainfall and drought conditions, which affect both the public and business operators. The increase in oil prices by more than 61 percent may contribute to inflation of approximately 5.4 percent, while economic growth is expected to be around 2.5 percent. A further potential impact is an economic downturn, which may lead to job losses of approximately 400,000 positions out of a total workforce of around 12 million.

SKR has implemented various measures to manage and navigate through this crisis, including the preparation of a business plan to be presented to the Meeting in subsequent agenda items. In the short term, the Company has introduced immediate relief measures, such as the 'Sikarin Blue Flag' project to provide essential consumer goods at affordable prices to employees. In addition, free rice is provided at the staff cafeteria, with employees paying only for side dishes. Although these measures may appear modest, they help boost staff morale and support operational personnel in coping with the current situation. The Company is making efforts to reduce the cost of living for its employees, which is expected to be followed by initiatives to enhance income.

Thailand has implemented a universal healthcare system comprising three main schemes: (1) the Universal Coverage Scheme ('Gold Card'), which covers approximately 45 million people and provides free medical treatment funded by the National Health Security Fund; (2) the Civil Servant Medical Benefit Scheme, administered by the Comptroller General's Department under the Ministry of Finance, covering approximately 5 million civil servants and state enterprise employees; and (3) the Social Security Fund, jointly contributed by employers, employees, and the government, covering approximately 12 million employees. Such framework reflects the management of universal healthcare coverage, with the advantage of providing access to medical care for low-income individuals and the public, as part of the state's welfare system supporting a population of approximately 66 million people. At present, more than 25 percent of the population is aged, indicating that Thailand has fully entered an

aging society. This demographic shift is expected to result in a decline in the labor force in the future, while increasing the fiscal burden required to support the elderly population.

The foregoing outlines the current situation. The Company would like to affirm that it will continue to fulfill its responsibilities in taking care of its customers, the public, and its shareholders.

The Company then presented a video summarizing its operating performance for 2025 in accordance with the guidelines of the Stock Exchange of Thailand, as follows:

- (1) The Company received a 'A' rating in the SET ESG Ratings 2025
- (2) The Company received a 5-star ('Excellent') Corporate Governance Report rating for 2025 from the Thai Institute of Directors Association for the third consecutive year.
- (3) The Company was listed in the 'ESG100' by Thaipat Institute for the fifth consecutive year.
- (4) The Company achieved a full score of 100 in the AGM Checklist for the fourth consecutive year.
- (5) The Company was re-certified as a member of the Thai Private Sector Collective Action Against Corruption."



The Chairman gave an opportunity for the Meeting to express opinions and ask questions about this agenda.

As no shareholder raised any questions or expressed any opinions, the Chairman informed the Meeting that this agenda item was for acknowledgement and, therefore, no voting was required.

## **Agenda 2 Consider and approve the report of Annual General Meeting of Shareholders for the Year 2025**

The Chairman assigned Mr. Suriyan Kojonroj, the secretary of the meeting, to clarify details about this agenda to the meeting.

Mr. Suriyan Kojonroj, the secretary of the meeting, explained that the Annual General Meeting of Shareholders Year 2025 was held on Wednesday 23 April 2025. The Company prepared the minutes of the Annual General Meeting of Shareholders for the year 2025 and sent the said minutes to the Stock Exchange of Thailand and the Ministry of Commerce within the period specified by law. The minutes of the meeting have been published on the Company's website. The details appear in the copies of the minutes of the meeting which were sent in advance to the shareholders together with the invitation letter to this meeting.

The Board of Directors deems it appropriate to propose to the shareholders' meeting to approve the minutes of the Annual General Meeting of Shareholders for the year 2025, which the Board of Director considers that the minutes have been completely and correctly recorded.

The Chairman gave an opportunity for the Meeting to express opinions and ask questions about this agenda.

When there were no more questions from the shareholders, the Chairman proposed the Meeting to consider and vote. This agenda must be approved by a majority vote of the shareholders who attend the meeting and cast their votes.

**Resolution** The Meeting considered and resolved to approve the minutes of the Annual General Meeting of Shareholders for the year 2025, held on Wednesday 23 April 2025, with the unanimous votes of the total votes of the shareholders who attended the meeting and casting their votes as follows:

<b>Shareholder</b>	<b><u>Number (vote)</u></b>	<b><u>Percentage</u></b>
Agree	1,628,810,491	100.0000
Disagree	0	0.0000
Abstain	0	-

Voided Card	0	-
<b>Total</b>	<b>1,628,810,491</b>	<b>100.0000</b>

**Agenda 3 To consider and acknowledge the Company's performance report for the year 2025.**

The Chairman assigned Mr. Suriyan Kojonroj, the secretary of the meeting, to clarify details about this agenda to the meeting.

Mr. Suriyan Kojonroj informed the meeting that the Company has summarized the operation of the Company and significant changes that occurred in the year 2025 in the report of the operation of the Company for the year 2025, details appear in the Annual report (56-1 One Report) that shipped in advance to shareholders together with the invitation letter to this meeting, summarized the performance in 2025 as follows:

Unit: million Baht

Transaction	For the year end ended 31 December		(increase/ decrease)
	2025	2024	YoY
Revenue from medical treatment	6,010.13	6,023.60	-0.22%
EBITDA	1,582.96	1,428.19	10.84%
Profit for year for majority shareholder	751.78	663.59	13.29%
Net Profit Margin (percentage)	12.35	10.89	
Net Profit per Shares (Baht per share)	0.37	0.32	

The Board of Directors deems it appropriate to report the Company's operating results for the year 2025 to the shareholders' meeting for acknowledgment. In this agenda, there was no voting require.

The Chairman gave an opportunity for the Meeting to express opinions and ask questions about this agenda.

Mr. Thammarat Opasathien, a proxy representing the Thai Investors Association, raised the following questions:

- (1) Whether the Company will continue to hold hybrid meetings, as such format facilitates shareholders' participation and ensures comprehensive access to information.
- (2) With respect to the Company's share repurchase program, clarification was requested on the policy, its advantages and disadvantages for the Company and shareholders, and whether the Company will continue such program.
- (3) The extent of damage to the Company arising from the major flooding in the southern region, and whether such damage is covered by insurance.
- (4) Commendation was expressed for the Chairman's explanation regarding the impact of tensions between the United States and Iran, and a request was made for the Company's strategies or approaches to address such situation in order to maintain its operating performance.

Mr. Suriyan Kojonroj, Company Secretary, clarified as follows:

- (1) The Company will continue to hold meetings in a hybrid format. Should the Stock Exchange of Thailand introduce new guidelines in the future to further facilitate shareholders, the Company is prepared to comply with such guidelines.
- (2) With respect to the share repurchase program, the Company is currently undertaking its second round. The financial management approach focuses on managing the number of shares and the share price. The Company considers that its current share price reflects an appropriate price-to-earnings (P/E) ratio, and the Company has sufficient cash to implement the program without affecting its liquidity or requiring borrowings from financial institutions. The program also aims to reinforce shareholders' confidence in the Company's business direction and operating performance. In addition, it is expected to increase trading volume in the market. When the share price is at an appropriate level, the Company is ready to repurchase shares, thereby providing assurance to minority shareholders that such price level is appropriate.
- (3) Regarding the flooding in Songkhla Province, Sikarin Hatyai Hospital was also affected. The hospital suspended outpatient (OPD) services for approximately one week; however, it continued to provide inpatient (IPD) care for approximately 80 beds during that period. The hospital operated using backup power systems, as all

main electrical systems had previously been relocated to the 4th floor. The impact was therefore limited to OPD services, while IPD operations continued, allowing the hospital to care for patients, their families, and to support surrounding communities. The hospital resumed full operations on 1 December. The Company is able to claim insurance coverage for the damages incurred. Flooding affected the basement and the ground floor; however, major medical equipment is located on the 2nd floor, and key electrical systems and structural components are on the 4th floor, resulting in limited damage overall.

- (4) Regarding the war-related crisis, the situation is expected to be prolonged, with rising oil prices leading to higher raw material costs. The Company has managed such impact by increasing inventory levels to ensure sufficient supplies for patients. For medical equipment and supplies imported from overseas, the Company has sourced domestically available alternatives that meet required quality standards. In addition, certain equipment can be reused through the Company's certified sterile processing system. These measures enable the Company to effectively manage costs under the current conditions.

The Chairman further clarified that during the flooding crisis in Hat Yai, the Company received strong support from government agencies, particularly the military, which deployed helicopters to assist in patient care. Sikarin Hatyai Hospital, located in the city center, served as a key support for the public during the crisis. The Company was able to effectively care for and support the community. In recognition of these efforts, the Government of South Korea donated one ambulance to the hospital for continued public service. With respect to the current crisis, which has resulted in a higher cost of living, increased expenses for the public, and reduced income levels, the 'Sikarin Blue Flag' initiative not only benefits employees but also supports the local community by offering essential consumer goods at discounted prices, particularly rice with discounts of approximately 30–50 percent. In addition, the Company is in the process of studying alternative energy sources, including solar energy and other natural energy options.

Mr. Thammanoon Julmaneechaot, a shareholder attending the Meeting in person, inquired as follows: At last year's meeting, I proposed that the Company coordinate with the

Metropolitan Electricity Authority regarding electricity tariff arrangements in order to reduce the Company's expenses. May I ask what actions have been taken in this regard?

The Chairman clarified that, as this matter involves detailed considerations, the response will be provided under Agenda Item 9

Mr. Chatchai Wilairattanasuwan, a shareholder attending the Meeting in person, raised the following questions and comments: Based on the Company's operating results as presented, it appears that revenue has not increased significantly; however, I would like to commend the Company for its improved profitability. My family and friends have been customers of the Company for many years, and I would like to provide feedback regarding medical treatment, patient care, and medical fees. It is unclear whether these factors may have contributed to the Company's revenue not growing as much as expected, possibly due to rising costs and increased competition from new hospitals in this area. The feedback received indicates that medical and pharmaceutical costs have increased significantly, reaching levels comparable to Samitivej Hospital or Bangkok Hospital. As a result, some patients have chosen to seek treatment at these hospitals instead. In my view, the costs of medication and certain aspects of patient service at the Company's hospital may still require improvement, including documentation processes and inpatient care systems. Recently, some acquaintances have also shifted to other hospitals. Therefore, I would like to inquire about the measures the Company has taken in place to address these issues. In addition, as mentioned earlier that Thailand has entered an aging society, I would like to ask about the Company's approach to generating additional revenue streams in areas such as longevity and wellbeing.

The Chairman expressed appreciation for the questions and valuable suggestions, particularly regarding elderly care, longevity, and the health of the aging population. The Company has initiatives to generate additional revenue through business expansion in elderly care and non-hospital services. The Chairman then invited Dr. Atirat Charoonsri, Director / Executive Director / Director of the Sustainability Committee, to provide further details

Dr. Atirat Charoonsri, Director / Executive Director / Director of the Sustainability Committee expressed appreciation for the questions and recommendations, including those relating to energy management. The Company takes shareholders' views into consideration in formulating its policies, with three key priorities. First, the Company focuses on people,

including training and effective management, as personnel play a crucial role in delivering medical services to society. Second, the Company applies appropriate technologies to enhance operational systems and efficiency. At present, insurance companies place a high level of trust in the Company, as it has developed systems capable of providing clear and transparent information. Third, in terms of energy management, the Company utilizes energy in an accurate and efficient manner in order to reduce electricity costs, fuel consumption, and carbon emissions. In which the Company will present details of its three-year strategic plan covering the period 2024–2026.

As no further questions or comments were raised by the shareholders, the Chairman concluded that the Meeting acknowledged the Company's operating results for the year 2025.

**Agenda 4 To consider and approve the Report and Financial Statements for the year ended 31 December 2025.**

The Chairman assigned Mr. Suriyan Kojonroj, the secretary of the meeting, to clarify the details of the report and financial statements for the year ended 31 December 2025, which has been audited by the auditor of the Company.

Mr. Suriyan Kojonroj, the secretary of the meeting, explained that in order to comply with the Articles of Association of Article 18 and the Public Limited Company Act 1992 (including amendments), Article 112, which requires the Board of Director to prepare a balance sheet and the income statement at the end of the Company's fiscal year to propose to the Shareholders' meeting in the General Annual Meeting of Shareholder to consideration and approval.

The report and financial statements of the Company and its subsidiaries for the accounting period ending 31 December 2025, it has been audited and certified by the Company's auditor and approved by the audit committee which has details appearing in the Annual Report 2024 under the heading of "Financial Statements" that has been delivered in advance to shareholders together with the invitation letter to the Shareholder's meeting which can be summarized as follows:

Unit: million Baht

Transaction	Consolidated Financial Statement		Separated Financial Statement	
	2025	2024	2025	2024
Total Assets	9,557.29	9,619.83	8,153.02	8,146.09
Total Liabilities	1,650.29	1,879.08	1,509.71	1,668.68
Shareholder's equity	7,907.00	7,647.96	6,643.31	6,477.40
Total revenue	6,087.97	6,092.95	4,933.30	4,577.19
Profit for the year	751.78	663.59	754.88	611.71
Profit per share (Baht/Share)	0.37	0.32	0.37	0.30

The Board of Directors deems it appropriate for the Annual General Meeting of Shareholders to approve the report and financial statements for the accounting period ending 31 December 2025 which has been audited and certified by the Company's auditor and approved by the audit committee and the Board of Directors of the Company

The Chairman gave an opportunity for the Meeting to express opinions and ask questions about this agenda.

As no shareholder raised any questions or comments, the Chairman requested the Meeting to proceed with voting. This agenda item requires approval by a majority vote of the total votes of shareholders present at the Meeting and casting their votes.

**Resolution** The Meeting considered and resolved to approve the balance sheets and income statements ending 31 December 2025, which has been certified by the Company's auditor and approved by the Audit Committee as proposed with a unanimous vote of the total votes of the shareholders who attended the meeting and casting their votes as follows

Shareholder	<u>Number (vote)</u>	<u>Percentage</u>
Agree	1,628,810,491	100.0000
Disagree	0	0.0000
Abstain	0	-

Voided Card	0	-
<b>Total</b>	<b>1,628,810,491</b>	<b>100.0000</b>

**Agenda 5 To consider and approve the dividend payment from the operating results of the year 2025.**

The Chairman assigned Mr. Suriyan Kojonroj, the secretary of the meeting, to clarify the details regarding the dividend payment from the operating results of the year 2025.

Mr. Suriyan Kojonroj, the secretary of the meeting, explained to the Annual General Meeting of Shareholders that to comply with Article 25 of the Articles of Association of the Company and Public Limited Companies Act 1992 (including additional amendments) Section 115, which requires that the dividend payment must be approved by the shareholders' meeting. Except for the interim dividend payment which the Board of Directors has the power to approve the payment of dividends and report to the shareholders' meeting at the next shareholders' meeting and in accordance with the Company's dividend policy, dividends from net profit shall not exceed 70 percent of the Company's net profit after deduction of corporate income tax and legal reserves

From the Company's operating results and financial position for the year 2025, the Company recorded a net profit of 753,440,232 Baht in the consolidated financial statements and 754,878,129 Baht in the separate financial statements. Accordingly, the Company proposed that the Meeting of Shareholders consider the following matters:

- (1) To approve the allocation of net profit and the payment of dividends from the operating results for the year 2025 at the rate of 0.25 Baht per share, totaling 508,707,162.25 Baht. After deducting the interim dividend for the first half of 2025 at the rate of 0.09 Baht per share, the remaining dividend to be paid for the second half of 2025 is 0.16 Baht per share, amounting to 325,572,583.84 Baht. The Company has set 30 April 2026 as the Record Date for determining the shareholders entitled to receive dividends, and the dividend payment date is scheduled for 15 May 2026.

- (2) To acknowledge the interim dividend payment as approved by the Board of Directors on 13 August 2025 at the rate of 0.09 Baht per share, totaling 183,434,188.41 Baht, which was paid on 11 September 2025.

In this regard, the total dividend payment proposed above, amounting to 508,707,162.25 Baht, represents 67.39 percent of the net profit based on the separate financial statements, which is in accordance with the Company's dividend policy.

Detail of Dividend Payment	2024	2025 (Proposed year)
Profit for the year of separate financial statement (Baht)	611,709,451	754,878,129
Number of paid-up shares (Share)	2,057,828,649	2,057,828,649
Dividend per share ( Baht : Share)	0.20	0.25
Dividend paid / net profit (percent)	67.28	67.39

**REMARK:** The Company has already fully paid the 10 percent legal reserve.

The Chairman gave an opportunity for the Meeting to express opinions and ask questions about this agenda.

Mr. Thammanoon Julmaneechaot, a shareholder attending the Meeting in person, provided the following comments: The Company has set the XM and XD dates on different days. Normally, once the XM date is determined, the shareholders' meeting should be held within 21 days thereafter; however, in this case, the meeting was held later than that period, and I would like to understand the reasons. In addition, with respect to dividend payments under the Public Limited Companies Act, which prescribes several relevant provisions, I would like to inquire why the Company's dividend payment is scheduled beyond four months. Generally, most companies pay dividends within four months, typically in April; however, the Company has set the XD date on 30 April and scheduled the dividend payment in May. In my view, the Company should consider paying dividends within four months after the end of the fiscal year.

The Chairman expressed appreciation for the shareholder's suggestions.

As no shareholder raised any questions or comments, the Chairman requested the Meeting to proceed with voting. This agenda item requires approval by a majority vote of the total votes of shareholders present at the Meeting and casting their votes.

**Resolution** The Annual General Meeting of Shareholder considered and resolved to approve the dividend payment from the operating results of the year 2025 as proposed with a unanimous vote of the total votes of the shareholders who attended the meeting and casting their votes as follows:

<b>Shareholder</b>	<b>Number (vote)</b>	<b>Percentage</b>
Agree	1,628,810,491	100.0000
Disagree	0	0.0000
Abstain	0	-
Voided card	0	-
<b>Total</b>	<b>1,628,810,491</b>	<b>100.0000</b>

**Agenda 6 To consider the appointment of the Company's auditors and audit fees for the year 2026.**

The Chairman assigned Mr. Suriyan Kojonroj, the secretary of the meeting, to clarify the details of the appointment of the auditor of the Company and determine the audit fee for the year 2026.

Mr. Suriyan Kojonroj, the secretary of the meeting, explained to the Annual General Meeting of Shareholder that to comply with the Articles of Association of Article 19 and the Public Limited Company Act 1992 (including amendments) Section 120, which stipulates that the Annual General Meeting of Shareholders appoint auditors and determine the audit fees of the Company every year. Together with the announcement of the Capital Market Commission, which requires Listed Companies to have an auditor rotation if any auditors perform their review duties or have audited and commented on the Company's financial statements 7 times, regardless of whether or not which can appoint a new auditor under the same audit firm as the previous auditor. The Company may appoint an auditor who has retired from rotation from

the auditor after a period of at least 5 consecutive fiscal years from the date of the expiration of the duties.

The Audit Committee has considered selecting the auditor for the year 2026 by evaluating the independence of the auditor, skills, knowledge and competence of the work team and experience in auditing which is beneficial to the business to be gained and the appropriateness of the audit fee. Therefore, it was deemed appropriate to propose to the Board of Directors to consider and propose to the Annual General Meeting of Shareholders to appoint the Dharmniti Auditing Co., Ltd. is the Company's auditor for the year 2025 as follows:

- (1) Miss Roongnapha Saengchan Auditor Registration No.10142 or
- (2) Mr. Thanawut Piboonsawat Auditor Registration No. 6699 or
- (3) Miss Techinee Pornpenpob Auditor Registration No.10769

By assigning one of the auditors or other auditors approved by the Office of the Securities and Exchange Commission who is an auditor from the Dharmniti Auditing Co., Ltd. is the auditor express an opinion on the financial statements of the Company and sign the audit report. Information about the background and work experience of each auditor appears in Enclosure No. 3

Moreover, the audit fee is not more than 1,930,000 Baht, an increase from the year 2025 in the amount of 230,000 Baht. Detail are as follows:

<b>Audit Fee</b>	<b>2025</b>	<b>2026 (Proposed year)</b>
Audit fee	1,700,000	1,730,000
System audit fee for the implementation of the new Hospital Information System (HIS) (one-time fee)	0	200,000

Dharmniti Auditing Company Limited and the two proposed auditors are the auditors approved by the Office of the Securities and Exchange Commission. And has no relationship and / or no conflict of interest with the Company, subsidiaries, executives, major shareholders or those related to the said person in any way and is not a shareholder of the Company.

Therefore, Dharmniti Auditing Company Limited is independence in the inspection and express an opinion on the financial statements of the Company

Dharmniti Auditing Company Limited has been selected to be the auditor of two subsidiaries of the Company, namely SKR Management Company Limited and Sikarin Hospital Hat Yai Company Limited. The Board of Directors will ensure that the financial statements can be prepared in a timely manner.

The Board of Directors agreed with the proposal of the audit committee and agreed that the Annual General Meeting of shareholders consider appointing Dharmniti Auditing Company Limited by Miss Roongnapha Saengchan Auditor Registration No.10142 or Mr. Thanawut Piboonsawat, Registration no. 6699 or Miss Techinee Pornpenpob Auditor Registration No.10769 is the Company's auditor for the year 2023 and in the event that the said auditor is unable to perform his duties, Dharmniti Auditing Company Limited procured another office's auditor to audit and express an opinion on the Company's financial statement in place of the said auditor. The annual audit fee for 2026 is 1,930,000 Baht (excluding expenses), an increase from the year 2025 in the amount of 230,000 Baht.

The Chairman gave an opportunity for the Meeting to express opinions and ask questions about this agenda.

When there were no more questions from the shareholders, the Chairman proposed the Meeting to consider and vote. This agenda must be approved by a majority vote of the shareholders who attend the meeting and cast their votes.

**Resolution** The Annual General Meeting of Shareholder considered and resolved to approve the appointment of the Company's auditor and the audit fees for the year 2026 as proposed with the unanimous votes of the total votes of the shareholders who attended the meeting and casting their votes as follows:

<b>Shareholder</b>	<b><u>Number (vote)</u></b>	<b><u>Percentage</u></b>
Agree	1,628,810,491	100.0000
Disagree	0	0.0000
Abstain	0	-



The Nomination Committee (excluding directors having conflict of interest) has considered the suitability and qualifications in accordance with the Public Limited Companies Act B.E. 2535 (1992) (as amended), the regulations of the Stock Exchange of Thailand, the Office of the Securities and Exchange Commission, and the Capital Market Supervisory Board. The Nomination Committee has conducted an individual consideration of each nominee. Directors with conflict of interest did not participate in voting for their own nomination, in accordance with the criteria and procedures for nominating persons for election as directors of the Company. The consideration was based on suitability that would be beneficial to the Company's operations, including qualifications, knowledge, capabilities, experience, and diversity of the directors to be nominated, as well as consistency with the Company's business strategy. Such consideration was conducted through an analysis of the Board's skills, experience, knowledge, and specific expertise. Accordingly, the Nomination Committee deems it appropriate to propose the following persons for the Board of Directors' consideration and to propose to the Annual General Meeting of Shareholders for election as directors / independent directors / members of sub-committees, as the case may be.

1. Mr. Seni Chittakasem (to serve another term)
2. Air Chief Marshal Nipat Wuttironarit (to serve another term)
3. Mr. Senee Krajangsri (to serve another term)
4. Mr. Vichya Kreangam (to serve another term)
5. Mr. Suriyan Kojonroj (to serve another term)

The Board of Directors (excluding directors having conflict of interest) has carefully considered the qualifications of the nominated persons on an individual basis, including their professional skills, specific expertise beneficial to the Company's business, as well as their past performance as directors and members of sub-committees. The Board has also considered their qualifications and the absence of any prohibited characteristics as prescribed under the Public Limited Companies Act B.E. 2535 (1992), the Company's Articles of Association, charters, and the regulations of the Office of the Securities and Exchange Commission. In addition, the Board has considered that the persons proposed to be independent directors possess the qualifications required under the relevant laws and regulations concerning independent directors and are able to express their opinions and provide recommendations independently in accordance with the applicable criteria. Therefore, the Board of Directors agrees with the recommendation of the Nomination Committee and deems it appropriate to propose to the

Annual General Meeting of Shareholders the re-election of five directors who are due to retire by rotation to continue serving as directors / independent directors / members of sub-committees of the Company for another term.

In this regard, the nominees do not hold any positions as directors or executives in other businesses that may give rise to conflicts of interest with the Company. The profiles of the nominated persons have been attached for shareholders' consideration.

To allow shareholders to ask questions and cast their votes independently, the Chairman invited the nominees for directorship to leave the meeting room and assigned Pol. Lt. Gen. Jarax Sangtaweeep, Vice Chairman, to preside over the Meeting for this agenda item.”

Pol. Lt. Gen. Jarax Sangtaweeep, Vice Chairman invited the Meeting to express opinions and raise questions regarding this agenda

When there were no more questions from the shareholders, Pol. Lt. Gen. Jarax Sangtaweeep, Vice Chairman proposed the Meeting to consider and vote and also informed the meeting that this agenda must be approved by a majority vote of the shareholders who attend the meeting and cast their votes.

**Resolution** The meeting considered and resolved to approve the election of directors to replace those who retired by rotation by agreeing to appoint 5 former directors who are due to retire by rotation returned to take the position of the Company's director. For another agenda as proposed, unanimous votes of all the votes of the shareholders attending the meeting and casting their votes. The results of the vote counting are as follows:

7.1 Mr. Seni Chittakasem Chairman of the Board of Director / Independent Director (Serving another term)

<b>Shareholder</b>	<b><u>Number (vote)</u></b>	<b><u>Percentage</u></b>
Agree	1,626,175,791	99.9978
Disagree	34,700	0.0021
Abstain	2,600,000	-
Voided card	0	-
<b>Total</b>	<b>1,628,810,491</b>	<b>100.0000</b>

7.2 Air Chief Marshal Nipat Wuttironarit Independent Director (Serving another term)

<b>Shareholder</b>	<b><u>Number (vote)</u></b>	<b><u>Percentage</u></b>
Agree	1,628,210,491	100.0000
Disagree	0	0.0000
Abstain	600,000	-
Voided card	0	-
<b>Total</b>	<b>1,628,810,491</b>	<b>100.0000</b>

7.3 Mr. Senee Krajangsri Director (Serving another term)

<b>Shareholder</b>	<b><u>Number (vote)</u></b>	<b><u>Percentage</u></b>
Agree	1,628,250,991	99.9979
Disagree	33,400	0.0020
Abstain	526,100	-
Voided card	0	-
<b>Total</b>	<b>1,628,810,491</b>	<b>100.0000</b>

7.4 Mr. Vichya Kreangam Independent Director (Serving another term)

<b>Shareholder</b>	<b><u>Number (vote)</u></b>	<b><u>Percentage</u></b>
Agree	1,627,475,791	99.9978
Disagree	34,700	0.0021
Abstain	1,300,000	-
Voided card	0	-
<b>Total</b>	<b>1,628,810,491</b>	<b>100.0000</b>

7.5 Mr. Suriyan Kojonroj Director (Serving another term)

<b>Shareholder</b>	<b><u>Number (vote)</u></b>	<b><u>Percentage</u></b>
Agree	1,606,775,791	99.9978
Disagree	34,700	0.0021
Abstain	22,000,000	-
Voided card	0	-

<b>Total</b>	<b>1,628,810,491</b>	<b>100.0000</b>
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### Agenda 8 To consider and approve the Directors' Remuneration of the year 2026

The Chairman assigned Mr. Suriyan Kojonroj, secretary of the meeting, clarify details about the determination of the remuneration of directors for the year 2026.

Mr. Suriyan Kojonroj, secretary of the meeting, explained to the Annual General Meeting of Shareholders that to comply with the Public Limited Company Act 1992 (including amendments) Section 90, which prohibits the Company from paying any other property to directors except for compensation under the Company's regulations. In the event that the regulations of the Company are not specified, the payment of remuneration shall be in accordance with the resolution of the shareholders' meeting which consists of votes of not less than two-thirds of the total number of votes of the shareholders who attend the meeting.

Compensation Committee considered the criteria for determining remuneration for directors from the operating results, performance authority and responsibility of directors, growth and performance of the Company Business, liquidity and the performance of duties of each director including the compensation limit approved by the Annual General Meeting of Shareholders. By comparing the reference to the business in the same category as the Company or similar. And agreed to propose to the Board of Directors to propose to the Annual General Meeting of Shareholders to consider the remuneration of all directors. The entire Board of Directors and all sub-committees in the form of position allowance, meeting allowances, and gratuity, in the total amount of 12,000,000 Baht, which is equal to the year 2025, with the following details:

Unit: million Baht

Director	Directors' Remuneration for the Year 2025				Directors' Remuneration for the Year 2026 (Proposed)			
	Position Allowance	Meeting Allowance	Bonus	Other Benefits	Position Allowance	Meeting Allowance	Bonus	Other Benefits
<b>Board of Director</b>								
Chairman	None	360,000	100,000	None	None	360,000	✓	None
Vice Chairman 3 persons	None	1,080,000	300,000	None	None	1,080,000	✓	None

Director	Directors' Remuneration for the Year 2025				Directors' Remuneration for the Year 2026 (Proposed)			
	Position Allowance	Meeting Allowance	Bonus	Other Benefits	Position Allowance	Meeting Allowance	Bonus	Other Benefits
Director 11 persons	None	3,960,000	1,100,000	None	None	3,960,000	✓	None
<b>Audit Committee</b>								
Chairman of Audit Committee	None	40,000	None	None	None	40,000	None	None
Audit Committee's directors 2 persons	None	80,000	None	None	None	80,000	None	None
<b>Other Sub-Committees</b>								
Chairman of sub-committee	None	None	None	None	None	None	None	None
Directors of sub-committee	None	None	None	None	None	None	None	None

**Note: The Company does not provide any remuneration or other benefits apart from monetary remuneration.**

The remaining amount after deducting the meeting allowances and annual bonus for the year 2026 shall be subject to the discretion of the Chairman of the Board to allocate other monetary remuneration, provided that the total amount shall not exceed 12,000,000 Baht.

The Board of Directors agrees with the recommendation of the Compensation Committee and deems it appropriate to propose to the shareholders' meeting to consider and approve the directors' remuneration for the year 2026 for the Board of Directors and all sub-committees in the total amount of 12,000,000 Baht, which is the same as that of the year 2025, as detailed above.

The Chairman invited the Meeting to express opinions and raise questions regarding this agenda

As no shareholder raised any questions or comments, the Chairman requested the Meeting to proceed with voting. This agenda item requires approval by not less than two-thirds of the total votes of shareholders present at the Meeting.

**Resolution** The Annual General Meeting of Shareholders considered and resolved to approve the remuneration of the directors for the year 2026 as proposed with a vote of not less than 2 in 3 of the total votes of the shareholders who attended the meeting as follows

<b>Shareholder</b>	<b><u>Number (vote)</u></b>	<b><u>Percentage</u></b>
Agree	1,628,810,491	100.0000
Disagree	0	0.0000
Abstain	0	0.0000
Voided card	0	0.0000
<b>Total</b>	<b>1,628,810,491</b>	<b>100.0000</b>

#### **Agenda 9 Other matter (if any)**

The Chairman explained to the shareholders' meeting that The Public Company Act B.E. 2535 stipulates that when the meeting has considered the agenda as specified in the notice of the meeting, Shareholders, having a total of not less than 1/3 of the total issued shares, may request the meeting to consider other matters other than those specified in the meeting notice.

The Chairman asked if any shareholders would like the meeting to consider matters other than those specified in the meeting notice.

As no other matters were proposed for consideration, the Chairman invited shareholders to express any additional opinions or raise further questions, and invited the directors to respond to the questions and suggestions previously raised by shareholders.

Dr. Atirat Charoonsri, Director / Executive Director / Director of the Sustainability Committee explained that the Company has established a three-year medium-term strategic plan covering the period 2024–2026. As two years have already elapsed, he summarized the progress achieved to date and outlined the initiatives to be continued in 2026. The strategic approach is based on three key principles. First, the hospital business requires a high level of accuracy and precision, with personnel being the most critical factor; therefore, the Company must ensure that its personnel are well prepared. Second, the Company must define a clear purpose, including the value and benefits of the hospital business, as well as how to achieve

long-term stability and sustainability. Third, the Company must determine appropriate business execution methods, including the selection of technologies and service design. These three principals have been established to enable the Company to effectively navigate various crises while ensuring the continuous growth of its hospital business.

(1) The Company must ensure that all operations are conducted with accuracy and precision. Medical treatment must be accurate, reliable, and verifiable.

(2) The Company must operate with efficiency. The shareholders' recommendations regarding the use of fuel, electricity, and other resources are aligned with enhancing operational efficiency. The Company focuses on efficiency in terms of appropriate pricing and cost management of the hospital, as well as ensuring value for money for patients in relation to the expenses incurred for medical services.

(3) With respect to the third principle, shareholders have highlighted an important point regarding business opportunities. Regardless of the prevailing crisis conditions, such circumstances may present business opportunities for the hospital from various perspectives.

As presented on the Company's website, the hospital reflects the Company's perspective and vision. The Company's core philosophy is guided by ESG principles, whereby it does not focus solely on the immediate surrounding community but also emphasizes broader social responsibility. The first key priority is the care and development of personnel. The Company has received recognition, including the Thailand Best Employer Award. The Company places importance on taking care of its employees and personnel to ensure they possess the capabilities to serve society and patients, both within the hospital and across the broader community. At present, the opportunity for hospital businesses extends beyond treating patients; the Company aims to promote good health and prevent illness for all, which presents significant business potential. The Company strives to develop its personnel to have strong decision-making abilities and diverse competencies, in order to cultivate a workforce that is capable, high-performing, and efficient. In addition, the Company aligns its resources and environmental factors with the needs of its personnel to enhance overall operational performance. Furthermore, effective talent selection and development will strengthen operational capabilities and efficiency. As a result, regardless of whether crises arise, the Company will be able to maintain stability and continuity in its business operations.

A key initiative undertaken by the Company since 2024 has been the integration of all personnel-related systems into a single platform. This enables greater convenience for employees in selecting work schedules and benefits, while also allowing the hospital to manage and support its workforce more effectively and in greater detail. As a result, employees have a clearer understanding of their entitlements and are able to perform more efficiently. This reflects the benefits of leveraging technology to enhance operations. In addition, Sikarin Hospital is one of only three hospitals that have implemented an electronic rostering system, enabling the efficient allocation of manpower in alignment with patient demand. Furthermore, the Company recognizes data as a valuable asset. A hospital that can effectively consolidate and manage personnel data within a single system enhances its credibility and strengthens its ability to care for employees. High-quality service, in turn, is driven by effective employee care. Moreover, the Company has received continuous support from Chulalongkorn Business School in the areas of training and strategic and business analysis, with such collaboration ongoing for the past five years.

The aforementioned initiatives form part of the Company’s three-year strategic plan for the period 2024–2026, which is expected to position the Company to receive the Best Employer Award in 2026. As a result, employees and highly skilled medical personnel will have greater confidence and satisfaction in working with the Company.

(2) Purpose: The Company seeks to define the purpose of its hospital business by identifying how it can contribute value to society. By delivering meaningful benefits to society, the Company believes that this will, in turn, attract customers and generate interest in the hospital.

Vision	Mission
<p><b>A sincere guardian dedicated to fostering innovation for the well-being of society with the ESG spirit.</b></p> <p>ปณิธานของโรงพยาบาลวิจิตร คือ ความเป็นที่ไว้วางใจ เพื่อความเติบโตของสังคมอย่างยั่งยืน</p>	<ol style="list-style-type: none"> <li> <p><b>1 Sincere Guardian</b> ปณิธาน ใจจริง</p> <p><b>Safeguard</b> and support all stakeholders with world-class skills and expertise, sincerely. ปณิธานของโรงพยาบาลวิจิตร คือ ความเป็นที่ไว้วางใจ เพื่อความเติบโตของสังคมอย่างยั่งยืน</p> </li> <li> <p><b>2 Innovation</b> ใจมั่นนวัตกรรม</p> <p><b>Spark, shape, and sustain</b> high-value innovations with the customer at the center. ปณิธาน คือ ความเป็นที่ไว้วางใจ เพื่อความเติบโตของสังคมอย่างยั่งยืน</p> </li> <li> <p><b>3 Well-being</b> มุ่งคุณภาพชีวิต</p> <p><b>Strive</b> towards a society with strong health and superior quality of life for all. ปณิธาน คือ ความเป็นที่ไว้วางใจ เพื่อความเติบโตของสังคมอย่างยั่งยืน</p> </li> <li> <p><b>4 ESG</b> ความใจดีกับโลก</p> <p><b>Spearheaded</b> by a spirit of sustainability and sound corporate governance, strengthen a growing business rooted in social and environmental responsibility. ปณิธาน คือ ความเป็นที่ไว้วางใจ เพื่อความเติบโตของสังคมอย่างยั่งยืน</p> </li> </ol>

The Company's guiding concept for the hospital is 'To sincerely protect society through innovation for the well-being of the community, while striving for sustainable growth.' The term 'protect' encompasses not only medical treatment but also holistic care. The Company's focus extends beyond patients within the hospital to the broader community. In delivering such care, the Company leverages its capabilities and continuously develops new, efficient service models. This requires well-trained personnel supported by effective systems. Enhancing the well-being of society also contributes to building a supportive community around the hospital, thereby fostering sustainable growth.

When translated into strategy, the Company aims to provide sincere protection and care through its capability to develop improved treatment methods and service models. At present, the Company's customers, or those receiving services at the hospital, are individuals seeking continuous improvement in their health. With respect to ESG in the context of business, while profitability represents a visible outcome, the underlying operational approach—being accurate, transparent, and verifiable—ensures that the hospital's processes are precise, clear, and sustainable in the long term.

The brand identity of Sikarin is defined by the concept of 'Protection with Sincerity,' which effectively reflects the essence and values of the Company.

In addition, the Company has received support from Cambridge Judge Business School in providing guidance on strategic planning and strategic thinking.

The aforementioned initiatives reflect the Company's preparation to address potential crises. The strategic plan for the period 2024–2026 has been developed to ensure readiness in all aspects, with key priorities focusing on people and the effective use of technology. By strengthening its workforce, establishing robust systems, and leveraging appropriate technologies, the Company aims to enhance automation and ensure the availability of accurate and transparent information. The Company takes pride in its ability to maintain hospital service fees at a level that provides value for patients. In addition, the Company has established credibility with insurance companies through transparent and verifiable data systems, resulting in enhanced collaboration, commonly referred to as 'Smart Insurance.'

With respect to the platform, personnel are able to use an internal platform for communication within the organization. In addition, the Company is able to communicate with all customers, whether they are at home, at the hospital, or at their workplace. Sikarin is able to maintain continuous contact across all channels. The hospital is currently transitioning from a traditional treatment provider to a health coaching organization. With its precise and capable personnel and a broader societal care approach, the Company extends its services beyond treatment to post-treatment care, including advice on nutrition, exercise, vitamins, and overall wellness, through the hospital's platform. The Company has spent approximately two years preparing for this transformation, which required significant changes to various systems, including the Hospital Information System (HIS) and other databases. At present, patients are able to make appointments, communicate, and request assistance through the platform. This initiative is scheduled to be fully completed in 2026.

The Chairman further stated that, for this year and the following year, the Company will focus on quality rather than quantity, leveraging various technologies as presented to the Meeting. The Company adopts a customer-centric approach rather than a product-centric one, with an emphasis on customer satisfaction. In addition, the Company places importance on ESG principles, particularly environmental aspects. This includes both internal environmental management—such as office management and employee care—and external environmental initiatives, whereby the Company contributes to and supports environmental sustainability. The Company is committed to caring for society in order to foster a better community and deliver high-quality services. Furthermore, adherence to good corporate governance enables the Company to achieve sustainability and maintain continuous business operations, despite increasing competition.

As there were no further questions from the shareholders, the Chairman thanked everyone for taking the time to attend the meeting and provide advice and proposals that are beneficial to the Company and thank you for supporting the activities of the Company consistently, the chairman then closed the Annual General Meeting of Shareholders for the year 2026.

The meeting was closed at 11.15 am.

Sign.....Seni Chittakasem.....Chairman of the meeting  
(Mr.Seni Chittakasem)

Sign.....Suriyan Kojonroj.....Meeting recorder  
(Mr. Suriyan Kojonroj)  
Company Secretary