



ESG Performance Report for Listed Companies in 2025

Medeze Group Public Company Limited

Fiscal Year End 31 December 2025



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ESG Performance

Company Name : Medeze Group Public Company Limited Symbol : MEDEZE

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

Environmental management

Information on environmental policy and guidelines

Environmental policy and guidelines

Environmental policy and guidelines	: No
Environmental guidelines	: Electricity management, Water resources and water quality management, Waste management, Greenhouse gas and climate change management

The Company aims to create value through its business operations by reducing negative environmental impacts, promoting the judicious use of resources, and emphasizing energy conservation, the use of renewable energy, greenhouse gas emission reduction, waste reduction from operations, and efficient water management in accordance with circular economy principles, utilizing the 4Rs: Reduce, Reuse, Recycle, and Replacement. Furthermore, the Company prioritizes fostering collaboration with all stakeholder groups, both internal and external, to protect and conserve natural resources, care for the environment, promote efficient resource utilization, adapt to climate change, and strictly adhere to environmental laws under the "Good Green" strategy, to elevate its position as a regional leader in environmentally friendly regenerative medicine and biopharmaceuticals. This is achieved by focusing on enhancing operational efficiency through Robotics technology and automation systems in laboratories, which increases production capacity within the same footprint (Resource Efficiency), thereby significantly reducing the intensity of energy and resource consumption per unit. Additionally, the Company aims to mitigate ecological impacts by developing specialized cell culture media for domestic production, which reduces greenhouse gas emissions (Carbon Footprint) from long-distance transportation and strengthens the green value chain. Concurrently, it promotes the use of environmentally friendly packaging, alongside the systematic management of hazardous waste, non-hazardous waste, and wastewater from operations, in accordance with laws and international standards, by experts in preventing negative impacts and pollution to ecosystems, including soil, air, and water sources. The Company also participates in supporting the Sustainable Development Goals (SDGs) of the nation and the world, specifically SDG 6, SDG 7, SDG 9, SDG 11, SDG 12, SDG 13, SDG 15, and SDG 17, to create a balance between economic growth and sustainable environmental stewardship.

The Company is committed to driving responsible growth in the healthcare business under the concept of Creating Shared Value (CSV). This involves prioritizing the development of high-quality, safe, and environmentally friendly products and services, coupled with systematically reducing climate and environmental impacts. This is achieved through policies and declarations of intent regarding climate change and efficient energy management, aiming to maintain a balance of economic, social, and environmental values in the context of climate change, environmental degradation, and increasingly stringent environmental regulations. The Company places importance on board-level governance in setting directions and managing climate-related issues in alignment with organizational strategy and stakeholder expectations. It also enhances operational efficiency under the Low-Carbon Economy concept by appointing a special task force to drive the organization's greenhouse gas emission reduction targets and setting both short-term and long-term goals based on industry potential and direction. This includes developing systematic indicators to monitor the efficiency of energy, water, waste, and greenhouse gas emission management to support strategic decision-making by executives and integrate into the organization's short-term, medium-term, and long-term business and investment planning processes, reviewed monthly by the executive committee and reported quarterly to

the Board of Directors and the Chief Executive Officer. This strategy is driven by an action plan that encompasses both Climate Mitigation and Climate Adaptation to climate change, efficient energy management, and independent verification to enhance credibility. It also enhances the management of greenhouse gas reduction throughout the value chain and supports TCFD-aligned disclosure, including efficient management of water, pollution, energy, and resource utilization, along with identifying climate-related risks and opportunities within a timeframe consistent with the organizational strategy, integrating them into the enterprise risk management system, and conducting at least two Climate Scenario Analyses to assess the resilience of strategies and business models and prepare for medium-to long-term uncertainties. Furthermore, the Company discloses operational greenhouse gas data and information on the application of relevant international standards, such as GHG Protocol and ISO 14064-1, to enhance data transparency and compliance with international requirements. Concurrently, the Company focuses on managing pollution, waste, and efficient resource utilization through policies or declarations of intent to stakeholders to avoid negative social and environmental impacts and continuously improve efficiency. It also monitors key data such as air pollution, water pollution, soil pollution, hazardous waste, recyclable or non-recyclable waste, and related environmental management systematically, coupled with the circular economy concept through waste-to-value creation and striving towards a Zero Waste to Landfill goal to reduce long-term environmental impacts.

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

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

Review of environmental policies, guidelines, and/or : No
goals over the past year

Information on compliance with environmental management principles and standards

Compliance with greenhouse gas or climate change management principles and standards

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

Information on other environmental management

Plans, performance, and outcomes related to other environmental management

Information on incidents related to legal violations or negative environmental impacts

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

	2023	2024	2025
Number of cases or incidents of legal violations or negative environmental impact (1) (cases)	0	0	0

Remark: (1) 0

Energy management

Disclosure boundary in energy management in the past years⁽²⁾

Boundary type	:	Company
Total number of disclosure boundaries	:	5
Actual number of disclosure boundaries	:	1
Data disclosure coverage (%)	:	20.00

Remark: ⁽²⁾ Medise Group Public Company Limited

Information on energy management

Energy management plan

The company's energy management plan : Yes

Organizational Direction and Commitment to Energy The Company is committed to enhancing the efficiency of energy management by setting proactive targets to reduce electricity consumption, in order to become a sustainable health innovation organization. The Company drives Operational Excellence through the application of technology in its laboratories. All operations are under the oversight of the Board of Directors to ensure alignment with the established objectives and direction of the organization.

Energy Management Governance Structure The Company mandates that the Board of Directors establish a Corporate Governance and Sustainability Committee to oversee and systematically manage sustainability and energy management risks. The Board of Directors, including the Chief Executive Officer/Managing Director and the Chief Medical Officer, is responsible for approving and reviewing policies, considering risk reports, and monitoring performance related to energy consumption, covering stakeholders throughout the business value chain. They also provide recommendations and support the cultivation of an organizational culture that promotes efficient and environmentally responsible energy use. Meanwhile, the Executive Committee is responsible for defining strategies and guidelines for energy management, developing, monitoring, and controlling energy-related risks in alignment with the Company's business context and sustainability goals. As for the working groups and employees, they are responsible for implementing policies, processes, and operational plans related to energy management, tailored to each department or division. They communicate information to stakeholders, and collect and report risk data or significant issues to the Chief Executive Officer or relevant departments. This ensures that the Company's energy management is efficient, transparent, and collectively considers social and environmental responsibilities.

Energy Management Guidelines The Company is committed to elevating its business operations based on efficient and environmentally friendly energy consumption. It establishes energy management guidelines that support a sustainable transition to renewable energy. A key strategy involves expanding the installation of solar cell systems by increasing panel-supporting areas to increase the proportion of clean energy use within the organization and reduce reliance on electricity from the general grid. A target has been set to reduce reliance on electricity from general sources by at least 30% and to use no less than 300 MWh of clean energy per year by 2025. The Company will regularly monitor the production and consumption of electricity from solar cells, summarize results, and report progress for continuous improvement. The Company has established sustainable energy management guidelines by applying the 4Rs principles: Reduce, Reuse, Recycle, and Replacement. This is considered a crucial mission that all parties must adhere to, making it an organizational culture. This involves setting energy targets in conjunction with developing clear policies, analyzing energy consumption in each area, and continuously studying the feasibility of using renewable energy. Participatory energy conservation plans and measures are defined, such as turning off lights during

lunch breaks, using air conditioning only when necessary, setting automatic air conditioner shutdown half an hour before closing time, reducing elevator use for single-floor ascents/descents, selecting energy-efficient and environmentally friendly electronic equipment, regularly inspecting and maintaining electrical equipment, continuously maintaining air conditioners according to energy conservation plans, and campaigning to raise awareness among employees and stakeholders throughout the business value chain. Furthermore, energy consumption is continuously monitored and improved through collaboration with stakeholders to ensure efficient energy use for long-term value and sustainability.

Information on setting goals for managing energy

Setting goals for managing electricity and/or oil and fuel

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

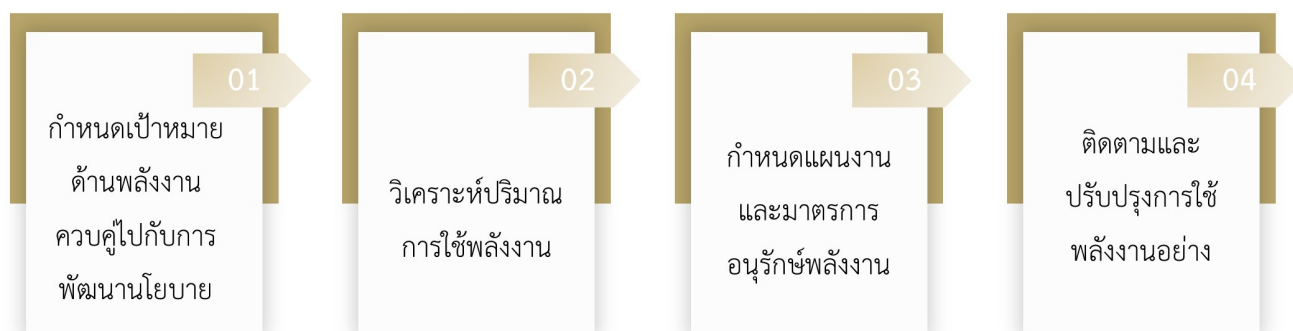
Details of setting goals for electricity and/or fuel management

Target(s)	Base year(s)	Target year(s)
Reduction of electricity purchased for consumption	-	2027 : Reduced by 10%

Information on performance and outcomes of energy management

Performance and outcomes of energy management

Performance and outcomes of energy management : Yes



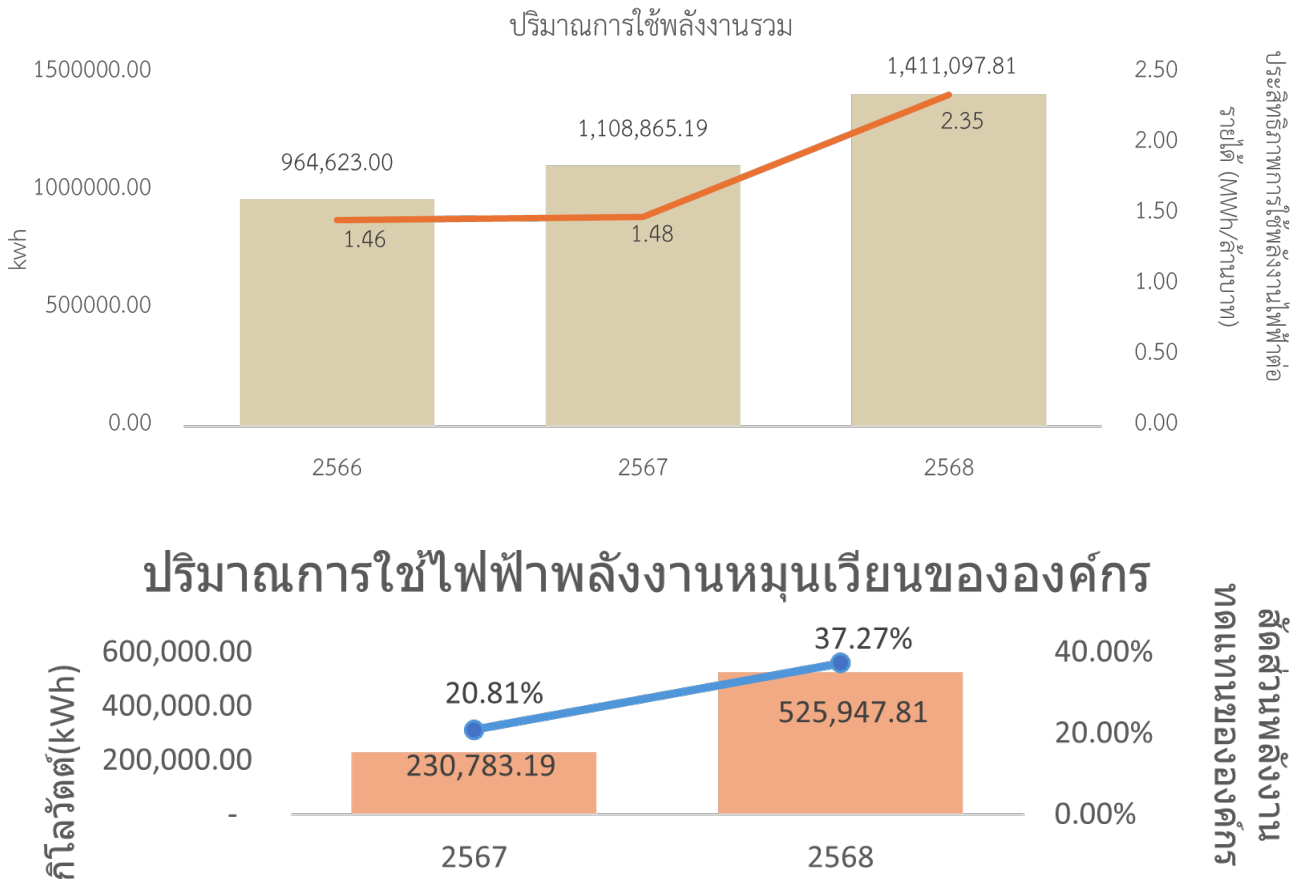
Key operational results

Renewable energy and approaches to support emission reduction, energy consumption, and efficiency enhancement. The Company implements energy efficiency improvement measures in key activities, such as installing solar panels. In 2025, total energy consumption and total electricity consumption amounted to 1,411,097.81 kWh. Key measures implemented include:

1. Adjusting settings and controlling the operation of high-energy consumption systems to suit actual usage.
2. Preventive maintenance to continuously maintain equipment operational efficiency.

3. Replacing equipment with energy-saving types according to the suitability of the area and usage characteristics.

The Company is committed to efficient energy management. In 2025, the total electricity consumption from the grid and renewable energy sources was 1,411,097.81 kilowatt-hours, comprising 885,150.00 kilowatt-hours from the grid and 525,947.81 kilowatt-hours from solar cells. When compared to the base year 2023, which had a total energy consumption of 964,623.00 kilowatt-hours, total energy consumption increased by 446,474.81 kilowatt-hours, or 37.27 percent. This reflects the expansion of business activities and the upgrading of laboratory standards essential for operations. However, considering only electricity consumption from the grid, the Company was able to reduce its reliance on external electricity by 79,473.00 kilowatt-hours, or 8.24 percent, compared to the base year 2023. Furthermore, the energy consumption structure in 2025 included solar electricity accounting for 37.27 percent of the total electricity consumption, an increase from 20.81 percent in 2024, reflecting a continuous increase in the proportion of renewable energy use within the organization.



Results and continuous improvement

The Company continuously monitors and evaluates energy consumption to ensure that energy management aligns with business growth and the upgrading of operational standards. Although total energy consumption in 2025 increased from the base year due to the expansion of organizational activities, the Company has consistently reduced its reliance on external electricity and significantly increased the proportion of renewable energy use within the organization. This reflects the effectiveness of an energy management approach that focuses on both energy consumption control and the use of clean energy. The Company will continue to improve energy efficiency through in-depth data monitoring, reviewing high-energy consumption points, and increasing opportunities for renewable energy use to enhance operational efficiency and support long-term greenhouse gas emission reduction.

Project to expand the installation of solar cell systems to enhance energy efficiency.

The Company actively promotes and supports the reduction of greenhouse gas emissions from its operations by expanding the installation of solar cell systems within MEDEZE's premises. This aims to increase the proportion of clean energy use and reduce reliance on conventional electricity sources, in line with established targets. Over the past year,

the recorded amount of electricity generated from solar power for actual use totaled 513.73 MWh (or 513,730 kWh), based on data collected from the organization's automatic electricity production recording system. This has helped reduce greenhouse gas emissions by 248.88 tCO₂e. This data reflects the organization's efforts to reduce reliance on fossil fuels, mitigate greenhouse gas emissions, and continuously support efficient energy management, striving to become a sustainable health innovation organization.

Diagram of performance and outcomes in energy management



Information on electricity management

Companys electricity consumption (*)

	2023	2024	2025
Total electricity consumption within the organization (Kilowatt-Hours)	9,646.23	8,720.44	1,411,097.81
Electricity purchased for consumption from non-renewable energy sources (Kilowatt-Hours)	9,646.23	8,720.44	885,150.00
Electricity purchased or generated for consumption from renewable energy sources (Kilowatt-Hours)	0.00	0.00	525,947.81

	2023	2024	2025
Intensity ratio of total electricity consumption within the organization to total number of employees (Kilowatt-Hours / Person / Year)	41.94	36.49	5,094.22

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

Electricity Consumption Intensity

	2023	2024	2025
Intensity of total electricity consumption within the organization (Kilowatt-Hours / Millon Bahts)	1.46000000	1.48000000	2.35000000

Electricity Expense ^(*)

	2023	2024	2025
Total electricity expense (Baht)	4,942,127.58	4,053,949.75	4,105,228.89
Percentage of total electricity expense to total expenses (%) ^(**)	1.23	0.79	0.74
Percentage of total electricity expense to total revenues (%) ^(**)	0.69	0.45	0.50
Intensity ratio of total electricity expense to total number of employees (Baht / Person / Year)	21,487.51	16,962.13	14,820.32

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

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

Information on fuel management

Company's fuel consumption

	2023	2024	2025
Diesel (Litres)	7,499.31	11,442.01	13,355.46

	2023	2024	2025
Gasoline (Litres)	102,285.02	107,143.99	109,770.96
LPG (Kilograms)	220.00	180.00	0.00

Additional explanation : Not include external fuel consumption

Company's fuel expense ^(*)

	2023	2024	2025
Total fuel expense (Baht)	3,309,737.00	3,989,298.00	3,892,154.60
Percentage of total fuel expense to total expenses (%) ^(**)	0.82	0.78	0.70
Percentage of total fuel expense to total revenues (%) ^(**)	0.46	0.44	0.48

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

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

Information on total energy management (electricity + fuel)

Energy Consumption

	2023	2024	2025
Total energy consumption within the organization (Megawatt-Hours)	964,623.00	1,223,585.71	N/A

Energy Consumption Intensity

	2023	2024	2025
Intensity ratio of total energy consumption within the organization to total revenues (Megawatt-Hours / Thousand Baht of total revenues) ^(*)	1.35231463	1.36375097	N/A

	2023	2024	2025
Intensity of total energy consumption within the organization (Megawatt-Hours / m ²)	272.48000000	345.63000000	N/A

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

Water management

Disclosure boundary in water management over the past years

Boundary type	:	Company
Total number of disclosure boundaries	:	5
Actual number of disclosure boundaries	:	1
Data disclosure coverage (%)	:	20.00

Information on water management plan

Water management plan

The Company's water management plan : Yes

The Company is committed to managing water resources with maximum efficiency. This includes setting proactive targets for reducing water consumption and focusing on protecting and restoring ecosystems related to water sources. The Company prioritizes the proper management of wastewater and culture media from laboratories. External experts are engaged to strictly prevent environmental pollution. Furthermore, it promotes a water-saving culture within the organization while supporting community participation in developing sustainable water and sanitation management.

The Company mandates the Board of Directors to establish a Corporate Governance and Sustainability Committee, responsible for systematically overseeing and managing sustainability risks and water management. The Board of Directors, including the Chief Executive Officer/Managing Director and the Chief Operating Officer, is responsible for approving and reviewing policies, considering risk reports, and monitoring performance related to water management to cover stakeholders throughout the business value chain. They also provide recommendations and support the cultivation of an organizational culture of efficient and environmentally responsible water use. Meanwhile, the Executive Committee is responsible for defining water management strategies and guidelines, developing, monitoring, and controlling water-related risks in alignment with the business context and the Company's sustainability goals. As for the working groups and employees, they are responsible for implementing policies, processes, and operational plans related to water management appropriate for each department or division. They communicate information to stakeholders, and collect and report risk data or significant issues to the Chief Executive Officer or relevant departments. This ensures that the Company's water management is efficient, transparent, and considers shared social and environmental responsibilities.

The Company prioritizes sustainable water use and minimizing impacts on water resources by identifying water-related issues pertinent to its operations and integrating them into the organization's environmental governance system. It also establishes commitments and guidelines for continuous water reduction and efficiency improvement. The Company develops a water management plan that covers relevant operational scopes, defines responsibilities, monitoring methods, and systematic review cycles. This includes establishing guidelines for water reuse or recycling in appropriate activities without compromising quality and safety. Operationally, the Company implements measures to reduce water withdrawal or consumption, such as installing and inspecting meters or sub-meters at main water usage points, detecting leaks, upgrading water-saving equipment, and optimizing cleaning procedures for efficiency. The scope of these measures is defined, and results are monitored to expand operations at significant points. Furthermore, the Company establishes a data system to report water withdrawal and discharge volumes for at least three years retrospectively, categorized by source and destination based on actual organizational usage data. It also assesses whether operations are conducted in water-stressed areas. The Company oversees compliance with relevant laws and permits, sets both process-based and quantitative water targets, and transparently monitors and communicates progress against these targets. The Company emphasizes water resource conservation and supports maximum water use efficiency based on the 4Rs principles: Reduce, Reuse, Recycle, and Replacement, applied within the organization.

This involves establishing water management guidelines that cover all internal and external organizational activities, through setting water reduction targets, continuous analysis of water consumption to facilitate improvements and efficiency enhancements. It also includes planning and implementing water conservation measures, such as adopting sensor-based faucet technology, regular inspection and maintenance of water-using equipment. Furthermore, it promotes the participation of employees at all levels in water conservation within the organization through public relations and training on efficient water use, to instill a sense of value in water usage and foster sustainable long-term water resource management.

Information on setting goals for water management

Setting goals for water management

Does the company set goals for water management : Yes

Details of setting goals for water management

Target(s)	Base year(s)	Target year(s)
Reduction of water withdrawal	-	2027 : Reduced by 10% Cubic meters

Information on performance and outcomes of water management

Performance and outcomes of water management

Performance and outcomes of water management : Yes

The Company's total water consumption was 4,681 cubic meters in 2025, utilizing water from authorized primary sources in accordance with regulations, such as tap water, groundwater, and other related sources. This water is primarily used in key organizational activities, including office building operations, cleaning, laboratories, and utility systems. The Company continuously monitors water intensity indicators to assess water use efficiency against revenue. In 2025, the water intensity was 7.68 cubic meters per one million baht of revenue.

Water Reduction and Conservation Measures

The Company implements efficient water use measures in areas and activities with high water consumption. Key measures in 2025 include inspecting and repairing leaks, regular maintenance of internal plumbing systems, upgrading water-using equipment for greater efficiency, and communicating and raising awareness among employees and stakeholders about water conservation.

Wastewater Management and Wastewater Quality

The Company controls wastewater discharge in compliance with relevant laws and regulations. Wastewater from primary activities is managed through the building's wastewater treatment system or transferred to relevant agencies and service providers as per contract. Important wastewater quality measurement results fully meet the specified standards. The Company records and stores measurement result documents to support inspections.

Results of Continuous Improvement

The Company prioritizes systematic water management to enhance water resource efficiency, reduce business continuity risks, and support sustainable operations. In 2025, the Company's total water consumption was 4,681 cubic

meters, with a water intensity of 7.68 cubic meters per one million baht of revenue, reflecting the organization's continuous monitoring of water use efficiency. The Company has implemented efficient water use measures in high-water consumption activities, such as inspecting and repairing leaks, maintaining internal plumbing systems, upgrading water-using equipment, and communicating and raising awareness among employees and stakeholders about water conservation. Furthermore, the Company controls wastewater management in compliance with relevant laws and regulations, with wastewater from primary activities managed through the building's wastewater treatment system or transferred to relevant service providers as per contract, and important wastewater quality measurement results fully meeting the specified standards. The Company remains committed to continuously improving water management through monitoring water consumption data, enhancing water use efficiency at significant points, and reusing wastewater from the purified water production process. In 2025, 100% of water could be reused to support efficient resource utilization and elevate the organization's environmental operational standards in the long term.

Diagram of performance and outcomes in water management

โครงการเชื่อมระบบท่อน้ำจากกระบวนการผลิตน้ำ PW เข้าถึงเก็บน้ำสำรอง เพื่อเพิ่มความมั่นคงด้านคุณภาพและความต่อเนื่องของการใช้น้ำ

บริษัทฯ เริ่มดำเนินการปรับปรุงระบบสาธารณูปโภค ชั้นพื้นฐาน โดยทำการเชื่อมต่อระบบท่อน้ำจากกระบวนการผลิตน้ำบริสุทธิ์ (Purified Water) เข้ากับถังเก็บน้ำสำรอง เพื่อสร้างเสถียรภาพและความต่อเนื่องในการจ่ายน้ำไปยังจุดใช้งานต่างๆ ทั้งทั้งอาคาร ช่วยลดความเสี่ยงจากการหยุดชะงักของระบบ การผลิตและรักษาคุณภาพน้ำให้เป็นไปตามมาตรฐานที่กำหนดอย่างเคร่งครัด นอกจากนี้ เพื่อต่ออายุความมุ่งมั่นในการบริหารจัดการทรัพยากรอย่างยั่งยืน บริษัทฯ ได้ติดตั้งถังเก็บน้ำสำรองเพิ่มเติมขนาด 5,500 ลิตร เพื่อรองรับการนำน้ำทิ้ง (Reject Water) จากกระบวนการผลิตน้ำบริสุทธิ์กลับมาหมุนเวียนใช้ใหม่ (Water Recycling) ในกิจกรรมส่วนกลาง อาทิ การอุปโภค ในห้องน้ำ การล้างรถ และการดูแลพื้นที่สีเขียว (รดน้ำต้นไม้) ซึ่งมาตรการนี้ไม่เพียงแต่ช่วยลดปริมาณการใช้ทรัพยากรน้ำ จากแหล่งภายนอก แต่ยังเป็นการสะท้อนถึงนโยบายการใช้ทรัพยากรหมุนเวียนอย่างมีประสิทธิภาพสูงสุดขององค์กร



Information on water management

Water withdrawal by source

	2023	2024	2025
Total water withdrawal (Cubic meters)	3,278.00	4,129.00	4,681.00
Water withdrawal by third-party water (cubic meters)	3,278.00	4,129.00	4,681.00
Intensity ratio of total water withdrawal to total number of employees (Cubic meters / Person / Year)	14.25	17.28	16.90

	2023	2024	2025
Intensity ratio of total water withdrawal to total revenues (Cubic meters / Thousand Baht of total revenues) ^(*)	0.00	0.00	0.01

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

Water discharge by destinations

	2023	2024	2025
Total wastewater discharge (cubic meters)	0.00	0.00	0.00

Water consumption

	2023	2024	2025
Total water consumption (Cubic meters)	3,278.00	4,129.00	4,681.00

Water Consumption Intensity

	2023	2024	2025
Intensity ratio of total water consumption to total revenues (Cubic meters / Thousand Baht of total revenues) ^(*)	0.00459546	0.00460199	0.00572651

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

Water withdrawal expenses

	2023	2024	2025
Total water withdrawal expense (Baht)	103,062.69	132,371.79	139,386.51
Total water withdrawal expense from third-party water (Baht)	103,062.69	132,371.79	139,386.51

	2023	2024	2025
Percentage of total water withdrawal expense to total expenses (%) ^(*)	0.03	0.03	0.03
Percentage of total water withdrawal expense to total revenues (%) ^(*)	0.01	0.01	0.02
Intensity ratio of total water withdrawal expense to total number of employees (Baht / Person / Year)	448.10	553.86	503.20

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

Waste management

Disclosure boundary in waste management over the past years

Boundary type	:	Company
Total number of disclosure boundaries	:	5
Actual number of disclosure boundaries	:	1
Data disclosure coverage (%)	:	100.00

Information on waste management plan

Waste management plan

The company's waste management plan : Yes

The Company is committed to systematic waste and pollution management under the "Good Green" strategy and the "Green Biotech" concept, emphasizing the most efficient use of natural resources in accordance with the principles of the Circular Economy to sustainably reduce environmental impacts on surrounding communities. Operations in this dimension are under the oversight of the Board of Directors, which has set proactive commitments to reduce waste volume. The Company focuses on source-based waste management through systematic waste segregation processes, including general waste, recyclable waste, as well as hazardous and non-hazardous waste. These will be properly disposed of by external experts in accordance with strict regulations to prevent impacts on terrestrial ecosystems and water sources. Furthermore, the Company has fostered a green organizational culture to encourage employees at all levels to participate in waste segregation and the valuable use of resources, which is considered a crucial element in developing the organization towards a verifiable and eco-friendly future healthcare service system.

The Company recognizes the importance of valuable resource utilization and reducing environmental impact, and has therefore established a policy for reducing natural resource consumption, focusing on digital transformation to minimize paper usage in internal operational processes. The Company has set a clear target to reduce paper consumption by 5% by 2025 compared to the baseline year, to promote efficient resource use and support environmentally friendly business operations.

A key strategy is to strengthen personnel in the MIT department to accelerate the development and improvement of digital systems, including programming that supports paperless operations, to be completed efficiently and in accordance with data management standards. This approach not only helps reduce the use of natural resources but also enhances agility, transparency, and operational efficiency in the long term.

To achieve the goal of reducing paper consumption by 5% by 2025 compared to 2024, the Company has established an operational plan aligned with the strategy of strengthening personnel in the MIT department to accelerate digital system development and drive paperless operations as follows:

1. Increase personnel in the MIT department to efficiently support the development of programs and paperless systems.
2. Survey the most frequently used document types to prioritize system development and improvement.
3. Clearly define the Paperless system development roadmap and ensure it aligns with the organization's operational structure.
4. Develop a digital document management system (e-Document System) and integrate it with core systems such as ERP to enhance convenience and reduce paper usage.
5. Expand usage to all departments, communicate the "paper reduction" policy, and comprehensively promote the use of the Paperless system.
6. Continuously monitor and evaluate paper reduction to measure progress.
7. Prepare a summary report covering the reduced paper volume, cost-effectiveness, and future development plans.

Waste and Contamination Management Structure

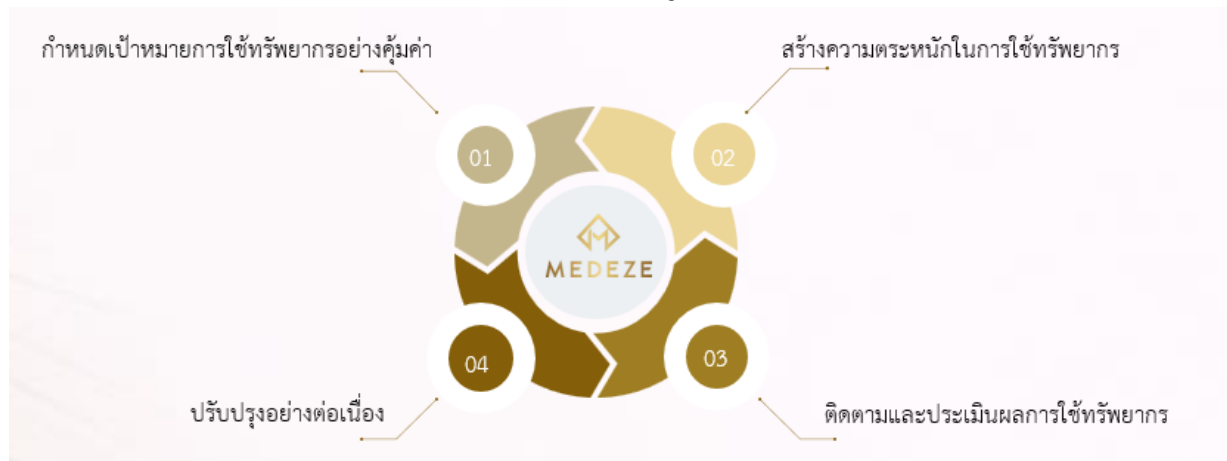
The Company mandates that the Board of Directors establish a Governance and Sustainability Committee to systematically oversee and manage sustainability risks, waste management, and contamination. The Board of Directors, including the Chief Executive Officer/Managing Director and the Chief Operating Officer, is responsible for approving and reviewing policies, considering risk reports, and monitoring performance related to waste and contamination management to cover stakeholders throughout the business value chain, as well as providing recommendations and supporting the cultivation of an organizational culture for efficient and environmentally responsible waste management. Meanwhile, the Executive Committee is responsible for defining strategies and guidelines for waste and contamination management, developing, monitoring, and controlling related risks in line with the business context and the Company's sustainability goals. The working groups and employees are responsible for implementing policies, processes, and operational plans related to waste and contamination management appropriate for each department or section, communicating information to stakeholders, and collecting and reporting risk data or significant issues to the Chief Executive Officer or relevant departments, to ensure that the Company's waste and contamination management is efficient, transparent, and considers social and environmental responsibility collectively.

Waste and Contamination Management Guidelines

The Company recognizes the importance of efficient and environmentally friendly waste management to balance business operations and environmental care, by establishing internal waste disposal guidelines in accordance with sanitation principles.

and forward it to certified service providers or disposal centers for processing into electrical energy, which helps reduce environmental impact and supports the valuable use of resources in line with the Circular Economy concept. The Company has set a target to reduce internal waste by 20% by 2025 through controlling and improving waste management processes, as well as continuous monitoring and reporting, to enhance environmental measures, reduce associated risks, and build confidence among investors, customers, and stakeholders for stable and sustainable long-term growth.

The Company has established guidelines for managing waste generated from its activities to reduce environmental and community impacts, as well as to mitigate resource scarcity. This involves applying the 4Rs principles: Reduce, Reuse, Recycle, and Replacement. The Company sets targets to reduce resource consumption and waste generation within the office, raises awareness for efficient resource use through public relations and the provision of segregated waste bins in all office areas, monitors and evaluates resource usage, and continuously improves to ensure the most cost-effective and sustainable use of resources within the organization, as follows:



Information on setting goals for waste management

Setting goals for waste management

Does the company set goals for waste management : Yes

Details of setting goals for waste management

Target(s)	Base year(s)	Target year(s)	Waste management methods
Reduction of waste generation Waste type: Non-hazardous waste and hazardous waste	-	2027 : Reduced by 10%	• Incineration without energy recovery

Information on performance and outcomes of waste management

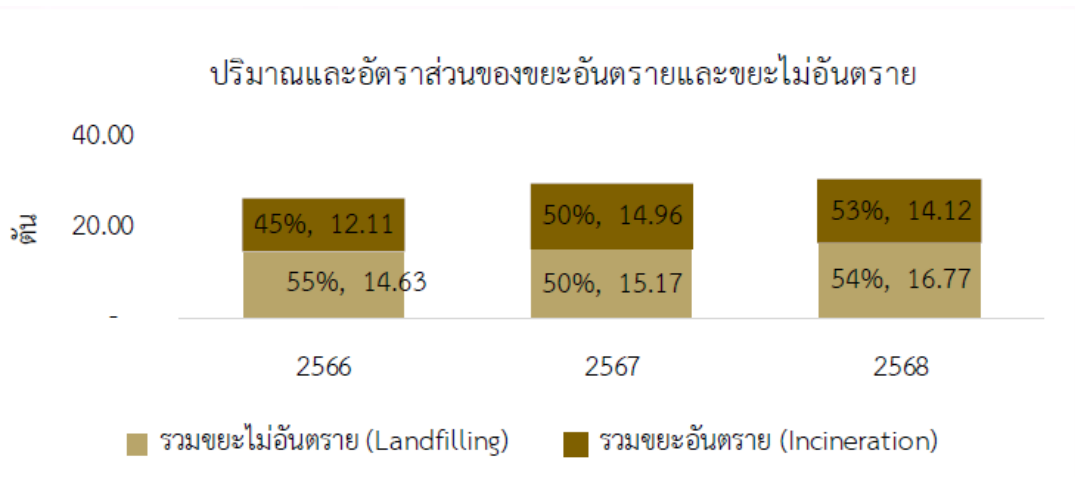
Performance and outcomes of waste management

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

Key Performance Results

The Company systematically manages waste, aiming to reduce environmental impact while efficiently utilizing resources in accordance with circular economy principles. The Company prioritizes appropriate waste separation, storage, disposal, and utilization to enhance operational efficiency and foster long-term sustainability.

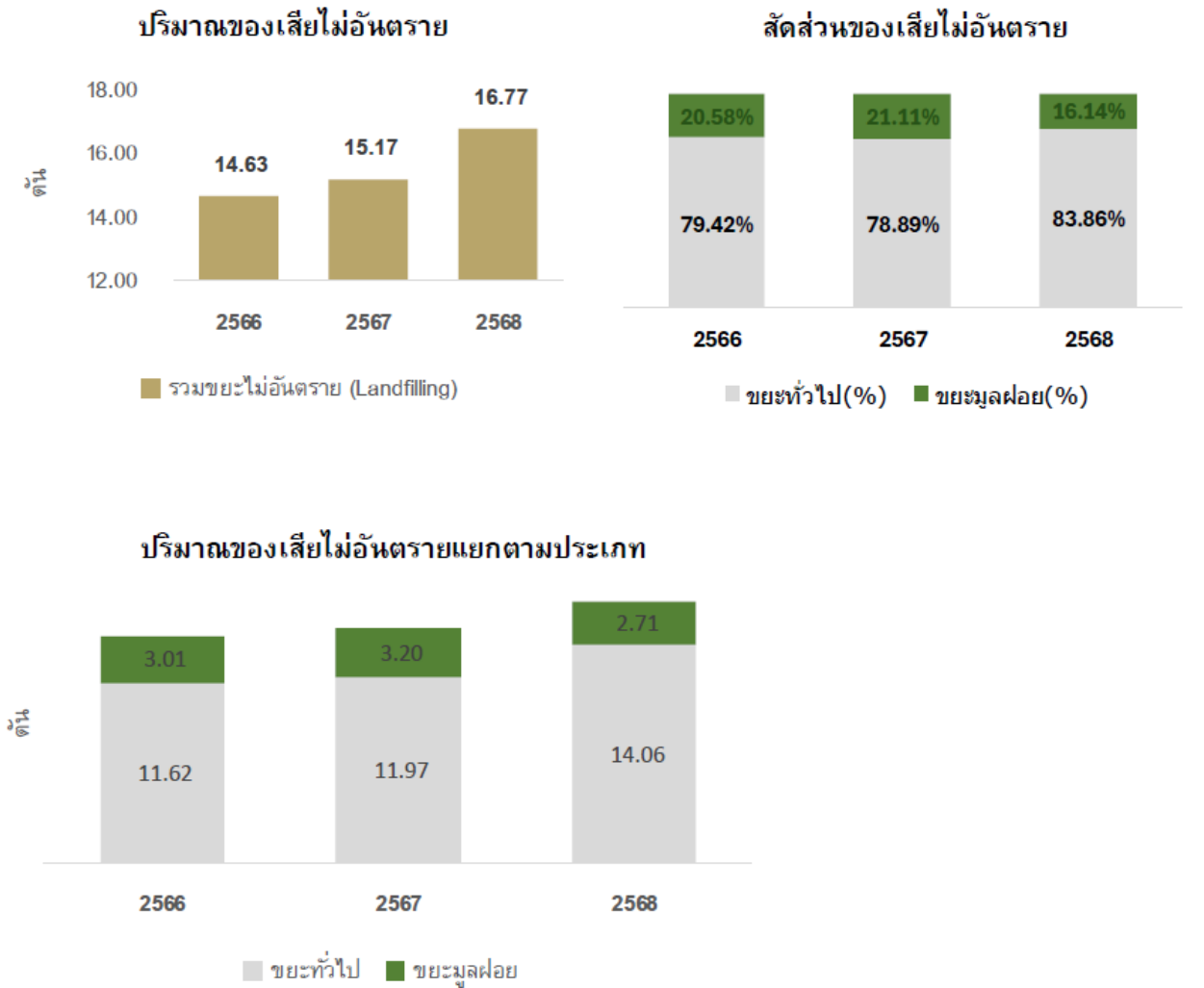
The Company had a total waste volume of 30.89 tons, categorized as 16.77 tons of non-hazardous waste and 14.12 tons of hazardous waste. The main waste generated from operations did not lead to any environmental complaints in 2025.



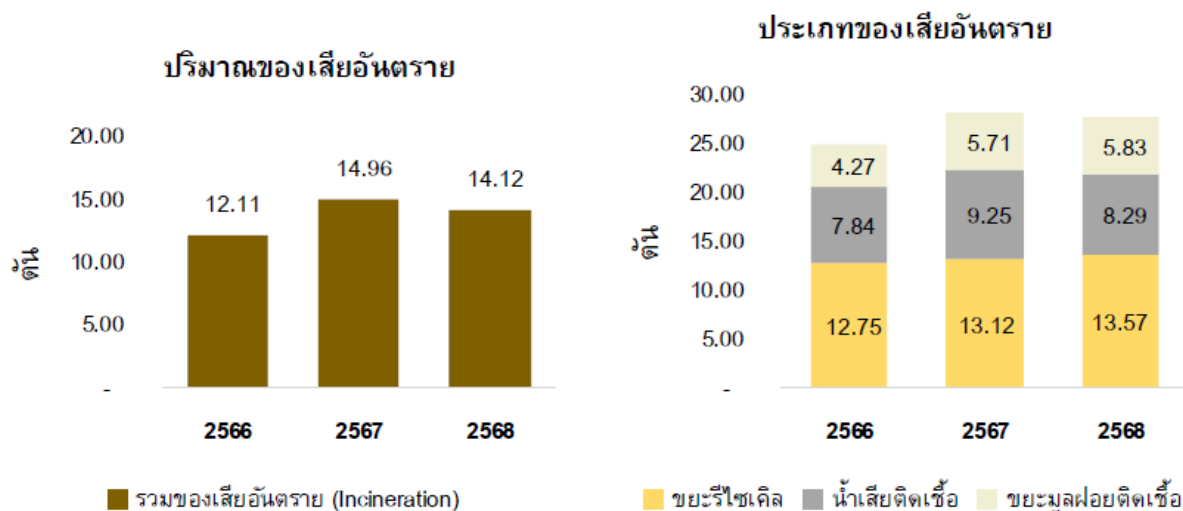
Non-Hazardous Waste Management

The Company focuses on enhancing waste management efficiency through source separation processes to reduce the amount of waste sent for landfill disposal. In the past year, the Company significantly improved waste separation efficiency, with the proportion of general waste increasing from 79 percent in 2023-2024 to 84 percent in 2025, while the proportion of municipal solid waste decreased from 21 percent to only 16.14 percent in the latest year. This reduction of 21.57 percent reflects the success in establishing clearer discipline and waste separation systems within the organization. Regarding the total volume of non-hazardous waste, it shows an increasing trend in line with the expansion of business activities, adjusting from 14.63 tons in 2023 to 15.17 tons in 2024, and further increasing to 16.77 tons in 2025, representing an increase of 14.62 percent compared to the base year

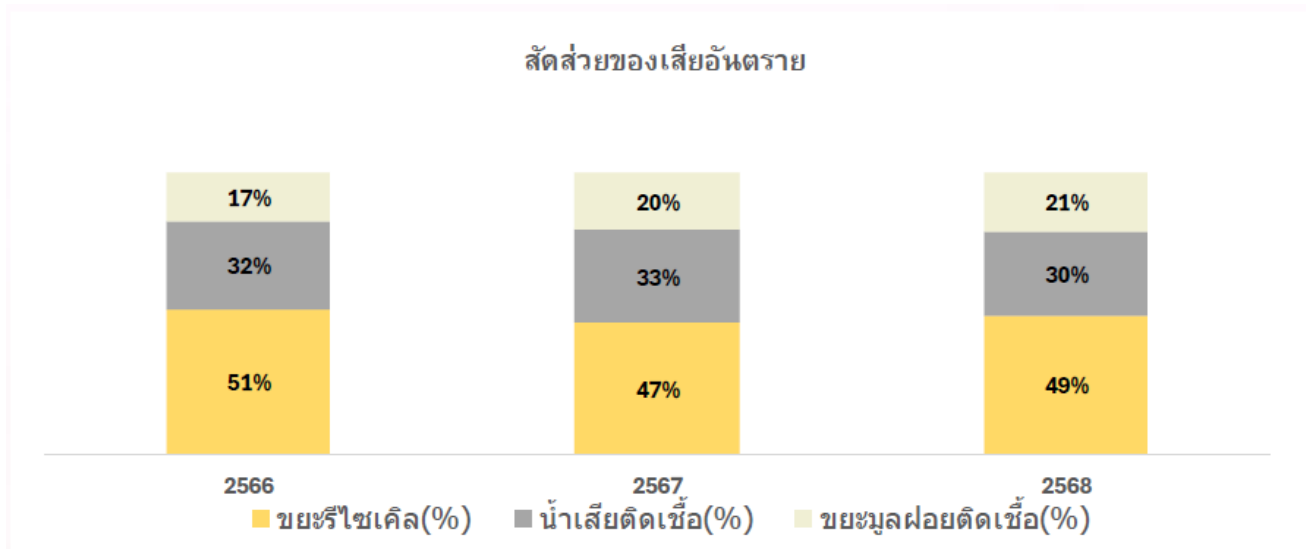
2023. The Company recognizes the increasing waste volume commensurate with business growth and therefore focuses on elevating waste reduction measures in conjunction with end-of-life management to control total waste volume and promote the most efficient use of circular resources in accordance with the Circular Economy principles.



Hazardous Waste Management The Company controls hazardous waste management in accordance with sanitation principles and safety regulations, by separating, labeling, and controlling transportation through legally authorized service providers. In 2025, the Company had 14.12 tons of hazardous waste and arranged for its disposal through fully authorized service providers, while also maintaining accompanying documents and disposal evidence for audit purposes.

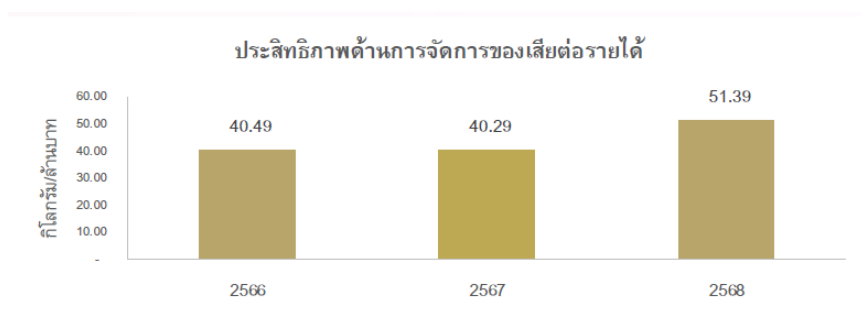


Utilization Rate and Performance Indicators The Company monitors the waste utilization rate to assess management efficiency. In 2025, the utilization rate was 49 percent compared to the base year, an increase of 36.53 percent, due to the addition of sorting points, internal communication, or adjustments to waste management service providers. Recyclable waste and municipal solid waste are entirely disposed of by incineration.



In terms of waste management efficiency compared to revenue (Waste Intensity), it was found that during 2023 to 2024, the waste intensity rate per revenue remained stable, decreasing slightly from 40.49 kilograms per million Baht in 2023 to 40.29 kilograms per million Baht in 2024. In 2025, this intensity rate increased to 51.39 kilograms per million Baht, or an increase of 27.55 percent compared to the previous year. This increase in waste intensity in the latest year reflects the expansion of operational activities.

Diagram of performance and outcomes of waste management



Information on waste management

Waste Generation^(*)

	2023	2024	2025

	2023	2024	2025
Total waste generated (Kilograms)	26,741.47	30,123.90	30,889.00
Total non-hazardous waste (kilograms)	14,634.57	15,168.40	16,767.00
Non-hazardous waste - Landfilling (Kilograms)	14,634.57	15,168.40	16,767.00
Total hazardous waste (kilograms)	12,106.90	14,955.50	14,122.00
Hazardous waste - Incineration with energy recovery (Kilograms)	12,106.90	14,955.50	14,122.00
Intensity ratio of total waste generated to total revenues (Kilograms / Thousand Baht of total revenues) ^(**)	0.04	0.03	0.04
Intensity ratio of total non-hazardous waste to total revenues (Kilograms / Thousand Baht of total revenues) ^(**)	0.02	0.02	0.02
Intensity ratio of total hazardous waste to total revenues (Kilograms / Thousand Baht of total revenues) ^(**)	0.02	0.02	0.02

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

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

Waste reuse and recycling

	2023	2024	2025
Total reused/recycled waste (Kilograms)	12,751.00	13,121.00	13,573.50
Reused/Recycled non-hazardous waste (Kilograms)	12,751.00	13,121.00	13,573.50
Recycled non-hazardous waste (Kilograms)	12,751.00	13,121.00	13,573.50
Percentage of total reused/recycled waste to total waste generated (%)	47.68	43.56	43.94

	2023	2024	2025
Percentage of reused/recycled non-hazardous waste to non-hazardous waste (%)	87.13	86.50	80.95

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

Greenhouse gas management

Disclosure boundary in greenhouse gas management over the past years

Boundary type	: Company
Total number of disclosure boundaries	: 5
Actual number of disclosure boundaries	: -
Data disclosure coverage (%)	: 0.00

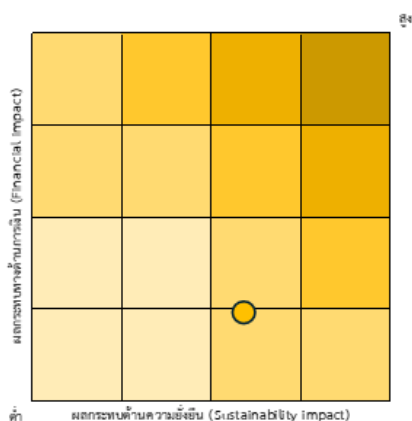
Information on greenhouse gas management plan

Greenhouse gas management plan

The company's greenhouse gas management plan : No

Medix Group Public Company Limited has established a greenhouse gas management policy by assessing climate change risks and opportunities for the business, including the trend of increasingly stringent climate-related regulations and disclosure standards. This is driven by stakeholder expectations demanding the disclosure of "verifiable greenhouse gas emission data" and continuous monitoring throughout the value chain, as well as the expectations of investors and customers who prioritize greenhouse gas reduction and the transition to a low-carbon economy. Physical risks to business continuity from weather events such as floods, heatwaves, or other high-frequency and severe natural disasters are crucial for business operations, especially in areas vulnerable to climate change, which can directly impact the economy and operations through damage to infrastructure and the business value chain. For transition risks, such as energy cost volatility and carbon measures in international markets, this leads to an assessment of greenhouse gas emissions from internal activities (Inside-out), considering actual emission sources from internal activities such as energy consumption, transportation, refrigerants, as well as indirect emissions in the value chain, to systematically enhance climate management through policies, targets, monitoring, and continuous improvement.

Therefore, the Company has set a results-oriented direction for climate change management by (1) systematically establishing baseline data and greenhouse gas emission inventories, with verifiable data storage; (2) setting short-term/medium-term quantitative targets consistent with greenhouse gas reduction and efficient energy use, including monitoring progress periodically and reviewing appropriate measures; (3) driving emission reduction measures through energy efficiency improvements, process optimization, renewable energy use, and appropriate travel management, as well as engaging with partners to enhance data and reduce emissions in the value chain; and (4) assessing climate risks and opportunities to enhance readiness for adaptation and business continuity (BCP), while transparently disclosing data and performance for stakeholders to monitor.



Climate change and the increase in greenhouse gas emissions are significant challenges faced by businesses worldwide. This forces businesses to confront the challenge of reducing greenhouse gas emissions and adapting to stricter environmental regulations, policies, and investor expectations. Consequently, businesses must improve their production processes and various operations to efficiently reduce greenhouse gas emissions throughout their business value chain. Therefore, greenhouse gas management is considered a material issue for competitiveness, as the Company has expanded its service network through a Franchise Model, covering target countries in Asia and the Middle East, where environmental regulations and carbon disclosure standards are continuously becoming stricter. The Company thus places the highest importance on operating a climate-friendly business, in accordance with its policies and commitments to mitigate the impact of greenhouse gas emissions, to reduce transition risks and maintain business continuity. This aligns with the "Good Green" strategy, which focuses on sustainable growth alongside international partners. To achieve this objective, the Company has set short-term and long-term quantitative targets to reduce its carbon footprint by 10% by 2027. All operations are under the oversight of the Board of Directors, in line with the established organizational direction, while also identifying and assessing climate-related risks and opportunities based on the Double Materiality principle to build confidence in transparent business operating standards for all stakeholders.

Furthermore, the Company has integrated climate factors into its "Jump+" strategic plan and investment budgeting, utilizing the Circular Economy concept in its operational processes. Examples include designing products for recyclability, reuse, using circular supplies, and applying Robotics technology and Automation systems in laboratories. This significantly increases production capacity within the same area, leading to a substantial reduction in energy consumption intensity and greenhouse gas emissions per unit of production. Concurrently, the Company is also undertaking a joint venture project for domestic production of cell culture media to reduce carbon emissions from long-distance transportation in the supply chain. The Company is committed to enhancing transparency by disclosing Scope 1 and 2 greenhouse gas emission data for the past three years and arranging for third-party data verification, adhering to international frameworks such as the Task Force on Climate-related Financial Disclosures (TCFD) and Sustainable Development Goal 13 (Climate Action) as primary operational guidelines.

Commitment to Greenhouse Gas Management

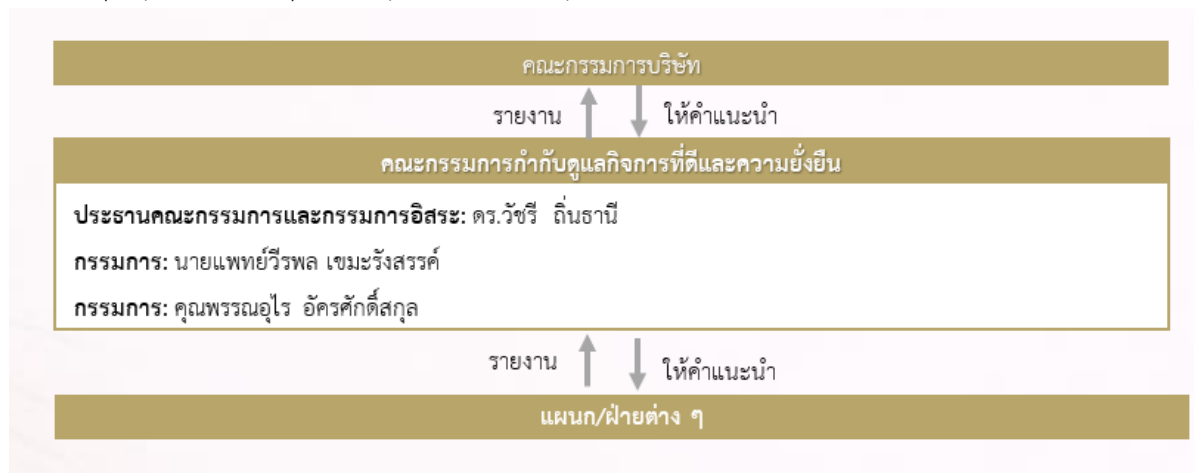
The Company recognizes the importance and impact of environmental sustainability issues arising in the biotechnology and advanced therapeutic medicinal products (ATMPs) industries. Therefore, it has developed the "Good Green" policy strategy and action plans for conserving natural resources and the environment from business operations. These include energy management, water management, waste and contaminant management, and greenhouse gas management, driven by its sustainability management policy and a declaration of intent regarding climate change under the oversight of the Board of Directors. The Company aims to elevate its operations towards Carbon Neutrality by 2035 and has short-term goals to reduce greenhouse gas emissions, electricity consumption, waste, and water resources by 10% by 2027.

Furthermore, the Company promotes collaboration with all stakeholder groups to enhance product responsibility and environmental impact throughout the business value chain, following the Circular Economy concept and the 4Rs strategy: Reduce, Reuse, Recycle, and Replacement. This is coupled with the application of Robotics technology and Automation systems to maximize resource efficiency, leading to waste-to-value creation and aiming for a Zero Waste to Landfill target, in line with Sustainable Development Goals SDG 6, SDG 7, SDG 9, SDG 11, SDG 12, SDG 13, SDG 15, and SDG 17.

Greenhouse Gas Management Structure

The Company mandates that the Board of Directors establish a Corporate Governance and Sustainability Committee, which plays a crucial role in overseeing and controlling climate change risks. The Board of Directors, holding positions as Chief Executive Officer/Managing Director and Chief Operating Officer, is responsible for approving and reviewing policies, considering risk reports and performance covering stakeholders throughout the business value chain, as well as providing recommendations and supporting the cultivation of an organizational culture. The Executive Committee is

responsible for defining growth strategies through a low-carbon economy, managing, developing, and monitoring climate management and sustainable greenhouse gas reduction effectively. Sub-committees and employees are responsible for implementing policies, processes, and action plans in accordance with the context of each relevant department or unit, communicating information to stakeholders, and collecting risk data, with guidelines for fulfilling the Company's shared responsibility towards society and the environment.



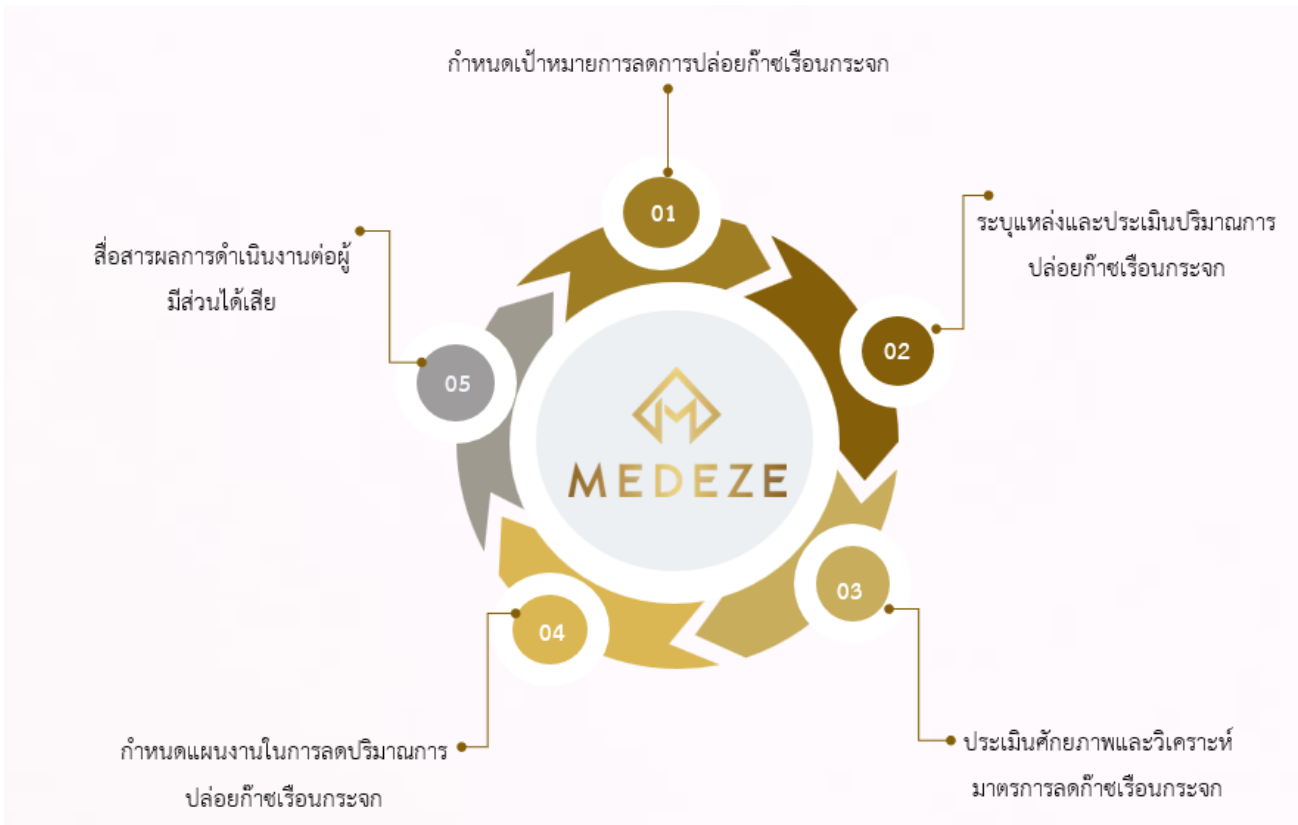
Greenhouse Gas Management Approach

The Company is committed to systematically establishing operational guidelines by defining appropriate policies and commitments regarding climate change, reduction, and impact avoidance. It also sets short-term quantitative targets within the organizational strategic timeframe to support verifiable monitoring and align with international best practices. The Company focuses on measures promoting the use of electric vehicles (EVs) coupled with appropriate support measures, and establishes a reporting data system for continuous transparency to stakeholders.

Short-term Greenhouse Gas Reduction Action Plan

1. Establish baseline data and collect comprehensive greenhouse gas emission data covering Scopes 1, 2, and 3 to support systematic monitoring in accordance with the standards of the Thailand Greenhouse Gas Management Organization (TGO), which aligns with the GHG Protocol guidelines.
2. Support greenhouse gas emission reduction through measures promoting the use of electric vehicles to reduce fossil fuel consumption by reimbursing electricity charging costs and providing annual privileges for electric vehicle users, thereby enhancing reduction and impact avoidance.
3. Monitor the results of emission reductions from travel in Scope 3, Category 6 (Business Travel), by calculating reduced carbon (tCO₂e) compared to the baseline year and linking it to short-term quantitative targets.
4. Systematically summarize and report greenhouse gas emission and reduction data for verifiability and transparency.
5. Request external verification of data and specify the certification standards used to enhance credibility through ISO 14064-1 standards.

In driving towards net-zero carbon dioxide emissions by 2050, the Company applies proactive environmental management tools to raise stakeholder awareness regarding climate impacts throughout the value chain. This focuses on the "Green Biotech" concept and the Circular Economy concept, managing from laboratory process design aimed at waste reduction and the application of advanced technologies. For maximum efficiency, the Company utilizes Cleaner Technology through the use of Robotics technology and Automation systems, which increase production capacity by up to 300% in the same area, significantly reducing the intensity of energy and resource consumption per unit of production. Furthermore, it emphasizes the development of the Organizational Carbon Footprint and Life Cycle Assessment (LCA), particularly in the joint venture project for domestic production of cell culture media with the Government Pharmaceutical Organization (GPO), to reduce greenhouse gas emissions from long-distance transportation and imports. In terms of waste management, the Company manages waste according to sanitary principles and forwards it for energy conversion, aiming to reduce landfill waste.



At the internal organizational level, the Company focuses on fostering a culture of sustainability through digital projects and a Paperless policy, aiming to reduce paper consumption by 5% by 2025. It also promotes the use of electric vehicles (EVs) through employee support measures and instills the awareness that ESG is an organizational culture in which everyone can participate, from waste separation to energy saving in the workplace. Furthermore, the Company considers using Internal Carbon Pricing (ICP) as a decision-making tool for investments aimed at becoming a low-carbon organization. All operations are under the oversight of the Board of Directors, with the following key objectives:

- Short-term Goals:** Reduce greenhouse gas emissions (Carbon Footprint) by 10% by 2027 compared to the 2025 baseline.
- Long-term Goals** Reduce electricity and water resource consumption by 10% by 2027 compared to the 2023 baseline, aiming for Net Zero Emissions by 2050 as set by the Company, to meet national targets and build sustainable trust among stakeholders.

Information on setting greenhouse gas emission goals

Setting greenhouse gas emission goals

Does the company set greenhouse gas management : Yes
goals

Company's existing targets : Setting carbon neutrality targets

Setting carbon neutrality targets

Details of setting carbon neutrality targets

Greenhouse gas emission scope	Base year(s)	Target year(s)	Certification
Scope 1-3	2025 : Greenhouse gas emissions 818.29 tCO ₂ e	2027 : Reduced by 10% tCO ₂ e	None

Information on performance and outcomes of greenhouse gas management

Performance and outcomes of greenhouse gas management

Performance and outcomes of greenhouse gas management : Yes

The company prioritizes climate change management as a factor related to business continuity, operational costs, and stakeholder expectations. It focuses on reducing greenhouse gas emissions while systematically enhancing preparedness for climate risks.

Greenhouse Gas Inventory and Performance

In 2025, the company prepared its greenhouse gas inventory for the first time according to internationally accepted guidelines, verified by BSI Group (Thailand) Company Limited under ISO 14064-1:2018. This covers emission scopes related to the organization's operations, while also enhancing the completeness of activity data and supporting evidence for each emission source, as follows:

1. 1. Direct emissions (Scope 1) amount to 31.57 tCO₂e
2. 2. Indirect emissions from energy consumption (Scope 2) amount to 443.91 tCO₂e
3. 3. Other significant indirect emissions (Scope 3) amount to 342.81 tCO₂e, with the significant category being Category 6: Business Travel.

Total greenhouse gas emissions amount to 818.29 tCO₂e

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Greenhouse Gas Emission Intensity

The company monitors "emission intensity" to reflect operational efficiency relative to the organization's activity level. In 2025, the emission intensity was 1.36 TonCO₂eq/million Baht.

The Company's Scenario Assessment

The company conducts climate change scenario analysis to assess strategic risks and opportunities. In the intensive transition scenario (1.5C), the company focuses on managing risks from evolving carbon policies and regulations that may impact operational costs, while seeking opportunities from the demand for environmentally friendly products. In the delayed transition scenario (greater than 2C), the company prioritizes addressing physical risks from severe natural disasters that could affect power systems and supply chains, focusing on strengthening infrastructure resilience and proactive crisis management to maintain business continuity and excellence in line with the ESG framework for sustainability in all dimensions.

Analysis Topics	Scenario 1: Intensive Transition (Transition Focus 1.5C)	Scenario 2: Delayed Transition and Impacts (>2C)
Key Assumptions	Stricter greenhouse gas policies, carbon taxes imposed, investors place high importance on ESG	Delayed greenhouse gas policies Increased frequency of extreme weather events, high risk to infrastructure
Key Drivers	Transition Risk Regulations, markets, and green financial mechanisms	Physical Risk Natural disasters, property damage and supply chain disruption
Impact on the Company	Energy costs and emission fees Increased emissions	High risk to electrical systems and temperature control systems (Cold Chain)
	Must invest in energy-saving technologies Lab Level	Supply Chain Disruption
	Demand for environmentally friendly products environmental responsiveness	Insurance premiums and risk management costs Soaring
Increased Strategy	Develop a transition plan towards an economy Low Carbon	Enhance Resilience of buildings and engineering systems
	Increase the proportion of renewable energy use	Diversify sources of raw materials and spare parts
	Integrate ESG dimensions into business strategy	Develop climate change risk management system

Results of continuous improvement

The company prioritizes systematic greenhouse gas management to address climate risks, enhance business continuity, and support growth in a low-carbon economy. It establishes guidelines for accurate, transparent, and verifiable collection and verification of greenhouse gas emission data, alongside continuous implementation of measures to reduce emissions from energy consumption, travel, and related activities. In 2025, the company prepared its organizational greenhouse gas inventory for the first time in accordance with ISO 14064-1:2018, with total greenhouse gas emissions amounting to 818.29 tons of carbon dioxide equivalent, comprising 31.57 tons of carbon dioxide equivalent for Scope 1, 443.91 tons of carbon dioxide equivalent for Scope 2, and 342.81 tons of carbon dioxide equivalent for Scope 3, with business travel being the significant category. The company remains committed to continuously developing its greenhouse gas management processes through monitoring emission intensity, promoting renewable energy use, supporting electric vehicle adoption, and enhancing data quality to achieve a 10% reduction in greenhouse gas emissions by 2027 compared to the 2025 baseline.

Paperless Organization Project

The company participates in enhancing resource management efficiency for maximum benefit and sustainably reducing environmental impact. In 2025, it systematically collected and analyzed paper usage data, totaling 12,994.03 kilograms, divided into 6,788.36 kilograms for promotional brochures, 2,672.80 kilograms for customer service paper bags, and 2,651.77 kilograms for ream paper for internal administrative tasks. The company is genuinely committed to driving the organization towards becoming a Paperless Organization through its Digital Transformation policy to continuously reduce the proportion of paper-based documents, while also fostering a culture of valuing resource use. This aims to achieve the goal of becoming a sustainable organization in accordance with ESG standards and create shared value for society and the environment in the long term.



EV Charging Station Project supporting low-carbon travel

The company promotes and supports the reduction of greenhouse gas emissions from personnel and visitor travel by providing electric vehicle (EV) chargers within MEDEZE's premises to facilitate and encourage the increased adoption of electric vehicles. This year, the recorded electricity consumption for EV charging totaled 2,841.53 kWh, which includes charging data for company vehicles serviced at external charging stations, calculated from incurred expenses. This data reflects the organization's continuous efforts to reduce reliance on fossil fuels, decrease greenhouse gas emissions, and support efficient energy management.



Information on greenhouse gas management

The company's greenhouse gas emissions

	2023	2024	2025
Total GHG emissions (Metrics tonne of carbon dioxide equivalents)	785.00	775.00	818.29
Total greenhouse gas emissions - Scope 1 (Metric tonnes of carbon dioxide equivalent)	288.00	322.00	31.57
Total greenhouse gas emissions - Scope 2 (Metric tonnes of carbon dioxide equivalent)	483.00	438.00	443.91
Total greenhouse gas emissions - Scope 3 (Metric tonnes of carbon dioxide equivalent)	14.00	15.00	342.81

Greenhouse Gas Emissions Intensity

	2023	2024	2025
Intensity ratio of total GHG emissions to total revenues (Metric tonnes of carbon dioxide equivalent / Thousand Baht of total revenues) (*)	0.001100	0.000864	0.001001
Intensity ratio of total GHG emissions to total number of employees (Metric tonnes of carbon dioxide equivalent / Person)	3.41	3.24	2.95
Intensity of GHG emissions (Metric tonnes of carbon dioxide equivalent / Millon Bahts)	N/A	N/A	1.34370000

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

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

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

Verification of the company's greenhouse gas : Yes
emissions

List of greenhouse gas verifier entity : BSI Group (Thailand) Co., Ltd.

Information on reduction and absorption of greenhouse gas

Reduction of Greenhouse Gas

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

Absorption and removal of Greenhouse Gas

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

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ESG Performance

Company Name : Medeze Group Public Company Limited Symbol : MEDEZE

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

Human rights

Information on social and human rights policies and guidelines

Social and human rights policy and guidelines

Social and human rights policy and guidelines : Yes

Social and human rights guidelines : Employee Rights, Child Labor, Community and environmental rights, Safety and occupational health at work, Non-discrimination, Others : Health and Safety Risks from Product Use

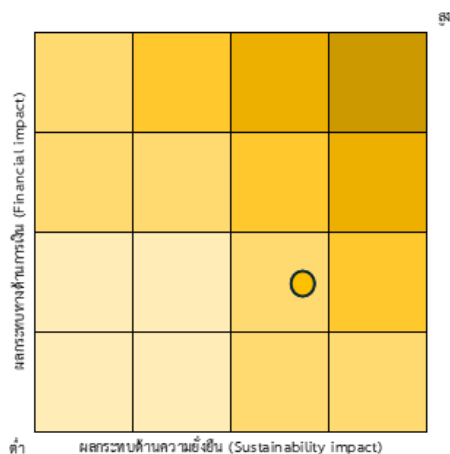
The Company aims to enhance the quality of life and well-being of people of all ages, especially in an aging society, through business operations that prioritize human values, coupled with creating a safe, fair, and human-dignity-respecting working environment and service system. The Company operates on the principles of transparency, respect for privacy, and providing complete information for appropriate decision-making in all processes, including excellent human resource management to attract and develop highly skilled biotechnology professionals. It also fosters an organizational culture of safety and a working environment conducive to attracting, developing, and retaining personnel, which is crucial for developing sustainable innovation and healthcare systems. Furthermore, the Company aims to create positive outcomes for stakeholders and society as a whole through operations under the "Good Living" strategy, which links quality of life, well-being, and social responsibility with balanced and sustainable business growth, and contributes to supporting the national and global Sustainable Development Goals (SDGs) according to SDG 1, SDG 3, SDG 4, SDG 5, SDG 8, SDG 10, SDG 16, and SDG 17.

The Company is committed to sustainably enhancing the quality of life and promoting the well-being of people in society by creating positive social impacts while preparing for a high-quality aging society. It prioritizes driving equitable access to modern health innovations to reduce disparities in healthcare for people of all ages, which is a crucial foundation for developing a society with good health and sustainable quality of life. The Company operates under the "Good Living" strategy, aiming to create shared value between the organization and society by integrating economic value creation with responding to social and environmental needs. This is achieved through developing and delivering high-quality, safe, and environmentally friendly health products and services, promoting access to healthcare services and medical innovations in the Asian region, and supporting the development of an equitable society, reducing inequality, and fostering sustainable growth of local economies and communities. Under the supervision of the Good Corporate Governance and Sustainability Committee, which is responsible for overseeing, controlling risks, and continuously monitoring performance, ensuring that the business operates on the basis of respecting human rights and fair treatment of labor, creating a safe working environment, and emphasizing human capital development and retention.

Respect for Human Rights and Fair Treatment of Labor

The human rights policy and labor standards are continuously translated from the policy and organizational strategy level into practice throughout the value chain, from fair recruitment and appropriate welfare care to promoting equality in all dimensions, to create "social value" reflected through employee happiness and engagement with the organization. This is guided by universal human rights principles and fair labor standards, covering fair employment, safe and healthy working environments, non-discrimination, protection of vulnerable groups, and equal opportunities for potential development. The Company prioritizes systematic prevention and management of human rights risks to

create a safe, transparent, and conducive working environment for the sustainable shared growth of employees, subcontractors, business partners, and all stakeholder groups, which is a crucial foundation for the organization's long-term sustainability and growth.



The biotechnology and stem cell innovation service industry heavily relies on highly skilled labor throughout its value chain, encompassing employees, customers, and business partners. Human rights operations and fair labor treatment are significant issues for competitiveness (Material to Competitiveness) because the Company expands its cooperation network and provides services through a Franchise Model, covering target countries in Asia and the Middle East, where each region has different laws and social norms. Therefore, the Company places the highest importance on respecting human rights and fair labor treatment to reduce the risk of rights violations in the business chain and create a safe and equitable working environment. This aligns with the "Good Living" strategy, which focuses on sustainable growth alongside international partners, who have strict sustainability regulations and international standards, including AABB and GMP standards. Furthermore, human rights risks and fair labor treatment directly impact market access and business continuity. In line with stakeholder expectations for the organization to conduct comprehensive Human Rights Due Diligence throughout the business value chain, especially concerning fair employment, non-discrimination, working hours, and care for vulnerable labor groups, if the Company fails to meet these expectations, it could affect stakeholder trust and lead to the risk of order suspension. Therefore, the Company has made human rights respect a part of its enterprise risk management strategy to maintain workforce stability and prevent risks of business value chain disruption, which is a crucial foundation for the Company to retain its customer base and achieve sustainable economic and social growth in the long term. The Company has identified these risks based on the Double Materiality principle, providing opportunities for stakeholders and their representatives to participate in identifying and assessing human rights impacts (Stakeholder Engagement in identifying risks) to ensure that all important issues are covered and strictly comply with international practices, such as the Universal Declaration of Human Rights (UDHR) guidelines, the UN Guiding Principles on Business and Human Rights (UNGPs), the UN Global Compact (UNGC), the International Labor Organization (ILO), Children's Rights and Business Principles (CRBP), and the OECD Due Diligence Guidance for Responsible Business Conduct as a framework for operations.

Organizational Direction and Commitment

Commitment to Respect for Human Rights

The Company is committed to respecting, protecting, and promoting the fundamental human rights of all stakeholder groups throughout the business value chain, adhering to principles of equality, human dignity, and non-discrimination in all forms. The Company conducts business within the framework of relevant laws, international standards, and internationally recognized human rights principles, referencing the Universal Declaration of Human Rights (UDHR), as well as the UN Guiding Principles on Business and Human Rights and the OECD Guidelines for Multinational Enterprises as frameworks for establishing policies and operational guidelines.

The Company prioritizes identifying and understanding human rights issues significant to its business operations, considering the context of business activities, stakeholders, and risks that may directly cause, contribute to, or be directly linked to impacts through value chain activities. It also provides opportunities for potentially affected stakeholders to participate in reflecting on relevant issues, concerns, and perspectives to ensure comprehensive, appropriate, and practically aligned human rights management.

The Company is committed to establishing appropriate governance structures, responsibilities, and resource allocation to systematically support human rights respect. It clearly defines the roles, duties, and responsibilities of the Board of Directors, management, and relevant departments to ensure continuous oversight, monitoring, and review of human rights operations, which is a fundamental basis for responsible, transparent, and sustainable business conduct.

The Company is committed to integrating human rights issues as part of its business approach and decision-making processes at all levels. It communicates human rights policies and expectations to employees and relevant stakeholders appropriately to foster mutual understanding and consistent implementation throughout the business value chain.

The Company prioritizes careful and continuous assessment and management of human rights impacts, considering risks and potential impacts from business activities, both direct and indirect, and throughout the value chain. It focuses on preventing, mitigating, and reducing potential negative impacts appropriately and fairly.

The Company promotes stakeholder engagement in human rights issue management by providing opportunities for appropriate communication, feedback, and participation in relevant processes. This is to reflect perspectives, concerns, and suggestions related to human rights impacts, which is crucial for developing operations that align with societal context and expectations.

The Company is committed to establishing accessible, fair, and dignified complaint and remediation mechanisms for affected parties. It provides opportunities for employees and stakeholders to safely report human rights complaints or concerns without retaliation, and undertakes appropriate and transparent investigation, correction, and remediation of impacts.

The Company prioritizes recording, monitoring, and reviewing information on human rights violation incidents, including lessons learned from managing various cases, to continuously develop and improve human rights management approaches and strengthen the human rights governance system in the long term.

The Company conducts its business considering potential human rights impacts from investments or business activities. It incorporates human rights guidelines, criteria, or review processes as part of investment decisions to ensure that business expansion or new investments align with responsible business principles and reduce the risk of rights violations.

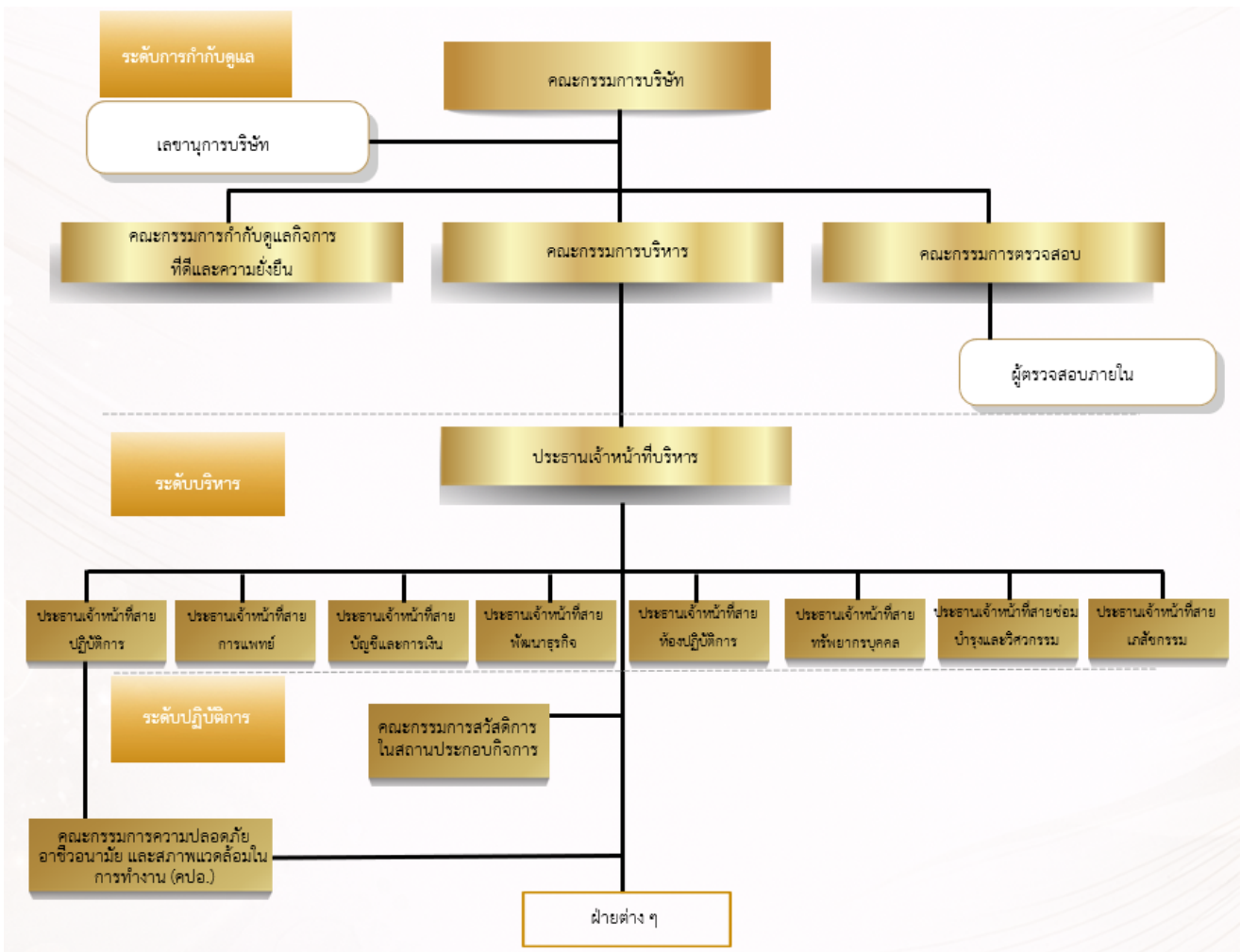
The Company prioritizes the protection of children's rights by establishing guidelines or principles consistent with international children's rights principles and avoiding business operations that may directly or indirectly cause negative impacts on children, as well as comprehensively considering child-related risk contexts throughout the value chain.

The Company is committed to promoting transparency in the employment process by communicating clear information regarding employment conditions, compensation, and labor rights, enabling applicants and employees to be fully informed and make fair decisions.

The Company considers the outcomes and benefits derived from investments in communities or social activities, focusing on both qualitative and quantitative results that reflect improved quality of life, community strength, and positive relationships between the organization and society.

The Company supports employee participation in social activities and community development through volunteer programs or activities aligned with organizational values, to promote social responsibility and sustainable shared value creation.

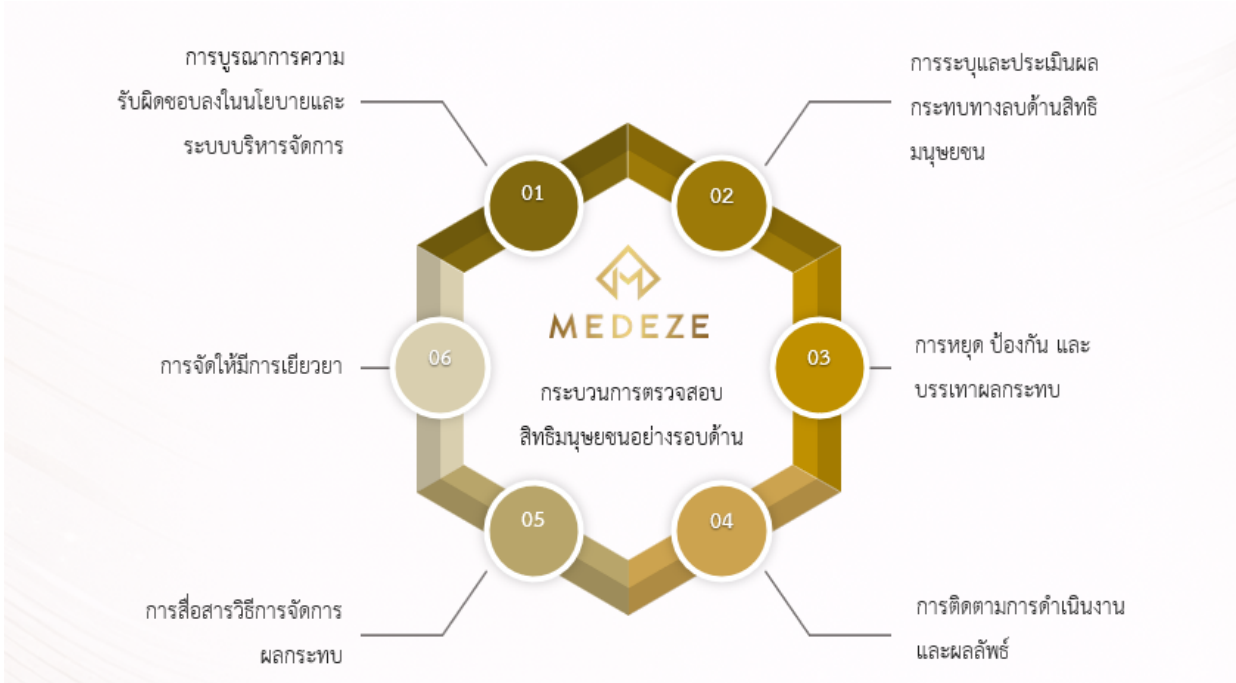
Human Rights Respect Management Structure



Human Rights Respect Management Guidelines

The Company discloses information regarding the budget or resources used to support social and community activities in an appropriate, transparent, and verifiable manner, reflecting its responsibility and commitment to sustainable development.

The Company conducts comprehensive human rights due diligence under the UN Guiding Principles on Business and Human Rights (UNGPs) and the OECD Guidelines for Multinational Enterprises, which consist of 6 key steps as follows:



1. Integration of Responsibilities into Policies and Management Systems

The Company establishes and announces human rights policies that reflect its commitment to respecting and promoting human rights in all business processes throughout the value chain. It adheres to national and international human rights and labor standards including the Universal Declaration of Human Rights, the UN Guiding Principles on Business and Human Rights (UNGPs), and OECD guidelines, as common practices. These cover all stakeholder groups, including employees, business partners, contractors, customers, communities, and society, to ensure responsible, transparent, and fair business operations.

2. Identification and Assessment of Adverse Human Rights Impacts

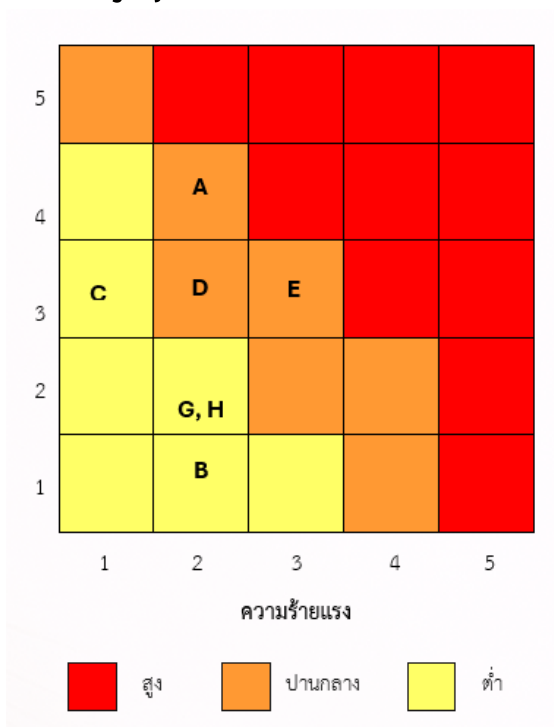
The Company identifies and assesses human rights risks, considering both existing and potential human rights risks arising from business operations, covering human rights risks at global, industry, and organizational levels. These are then prioritized to guide the development of indicators and targets for future human rights operations. The Company has established human rights risk assessment criteria based on 2 factors: Severity and Likelihood, covering all 3 aspects of human rights: labor rights, customer rights, and community and environmental rights, as follows:

Human Rights Risk Issues Related to the Company

Labor Rights	Customer Rights	Community and Environmental Rights
<ul style="list-style-type: none"> ● Working conditions hazardous to health and safety ● Discrimination and inequality against labor ● Excessive working hours 	<ul style="list-style-type: none"> ● Violation of customers' personal and health data ● Discrimination and inequality against customers ● Health and safety from product use 	<ul style="list-style-type: none"> ● Improper waste management

The assessment results indicate that human rights issues with low risk levels include discrimination and inequality against labor, excessive working hours, health and safety from product use, and improper waste management. Human rights issues with medium risk levels include working conditions hazardous to health and safety, violation of customers' personal and health data, and discrimination and inequality against customers. No high-level human rights risk issues were found. The prioritization of human rights risk issues is shown in the Risk Heat Map as follows:

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Labor Rights
A Working conditions hazardous to health and safety
B Discrimination and inequality against labor
C Excessive working hours
Customer Rights
D Violation of customers' personal and health data
E Discrimination and inequality against customers
G Health and safety from product use
Community and Environmental Rights
H Improper waste management

After conducting a comprehensive human rights risk assessment, the Company has integrated the assessment results into its Enterprise Risk Management (ERM) framework. Measures have been established to manage human rights risks to an acceptable level. High-priority human rights risk issues are incorporated into the Company's enterprise-level risk management measures. Significant risks are assessed in collaboration with business partners, considering ESG factors in partner selection and regularly evaluating partners' ESG risks. Furthermore, the Company has developed additional measures to reduce the likelihood or severity of impacts from human rights risks that may affect stakeholders throughout the business value chain, as follows:

3. Cessation, Prevention, and Mitigation of Impacts

Integration of Human Rights Risk Issues into Business Processes

The Company has established risk reduction and control measures for all 9 human rights risk issues to serve as guidelines for reducing and controlling potential or existing negative human rights impacts to an acceptable level, as follows:

Risk Issues related to Human Rights	Relevant Stakeholders	Risk Reduction and Control Measures
Medium-level human rights risk issues		

<p>B Working conditions hazardous to health and safety</p>	<p>Employees Subcontractors</p>	<ul style="list-style-type: none"> ● Verify the availability and effectiveness of personal protective equipment (e.g., safety helmets, safety glasses, chemical masks) and other safety equipment (e.g., fire extinguishers, emergency alert systems, and first-aid equipment) to ensure they are always efficient and ready for use. ● Raise awareness about correct and safe work procedures through training. ● Require workers to strictly comply with occupational health and safety regulations. ● Continuously organize 5S activities to promote a safety culture within the organization. ● Strictly communicate and promote the use of PPE before starting work daily through Morning Talk activities. ● Regularly inspect the working environment and safety in the workplace to ensure it is safe and hygienic, including equipment arrangement, ventilation, lighting, noise, and potentially hazardous chemicals. ● Provide annual health check-ups for employees based on risk factors. ● Modify work equipment to comply with ergonomic principles. ● Regularly conduct safety risk assessments for employees in each department and division, identify hazards, and develop risk reduction plans. ● Review the suitability and effectiveness of the Company's occupational health and safety management policies.
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Low-level human rights risk issues

A Forced labor, child labor, and slave labor

Employees
Subcontractors
Business Partners

- Strictly adhere to human rights policies and occupational health and safety management policies.
- Strictly comply with both national labor laws and international standards, such as prohibiting forced labor and child labor.
- Prioritize compliance with employment laws, such as setting minimum employment age, paying fair wages, and providing appropriate welfare benefits.
- Strictly verify employment documents of foreign workers, such as work permits, and regularly check visa application statuses.
- Provide training and raise awareness for employees and business partners regarding labor rights and correct practices in accordance with labor laws.
- Require all business partners to comply with the Company's partner code of conduct, which includes clear provisions prohibiting forced labor and child labor.
- Annually review and evaluate business partners regarding compliance with the partner code of conduct, especially concerning labor practices.
- Employ legal measures against offenders to prevent recurrence.
- Provide freedom of negotiation through the welfare committee.

C Discrimination against labor	Employees Subcontractors	<ul style="list-style-type: none"> ● Communicate human rights policies to employees at all levels to ensure strict understanding and compliance. ● Provide training to employees at all levels on diversity, equality, and acceptance of differences. ● Conduct fair and transparent recruitment and selection of employees, considering employment based on abilities, skills, and qualifications suitable for the position, without discrimination based on personal factors. ● Support the participation and constructive exchange of ideas among personnel with diverse genders, ages, ethnicities, religions, cultures, abilities, and experiences.
D Discrimination against customers	Customers	<ul style="list-style-type: none"> ● Provide training to employees at all levels to treat all customers equally in accordance with human rights policies. ● Receive feedback and complaints, including monitoring, investigating, and responding to complaints from various channels. ● Conduct customer satisfaction surveys.
E Health and safety risks from product use	Customers	<ul style="list-style-type: none"> ● Strictly establish and enforce safety standards for health products and services. ● Control quality and safety throughout the service lifecycle. ● Establish a system for surveillance, monitoring, and reporting adverse events. ● Communicate accurate, clear, and sufficient information to customers. ● Continuously review and improve safety measures.

<p>F Discrimination against business partners</p>	<p>Business Partners</p>	<ul style="list-style-type: none"> ● Strictly adhere to the partner code of conduct. ● Require the announcement of partner selection criteria, trade conditions, and procurement procedures in accordance with the Company's procurement operational guidelines to inform business partners. ● Consider partner selection based on quality, capability, and professionalism, without regard to gender, ethnicity, religion, or social status. ● Support the selection of diverse business partners, such as women-owned businesses or minority-owned businesses, to foster fair competition opportunities.
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<p>G Pollution from factories affecting community health and environment</p>	<p>Community Business Partners</p>	<ul style="list-style-type: none"> ● Strictly comply with environmental laws to control potential environmental impacts. ● Comply with environmental management policies, circular economy management policies, and sustainable energy management policies. ● Systematically manage waste by correctly separating hazardous and non-hazardous waste according to criteria, recycling waste based on the 8Rs principle to reduce waste volume, and strictly complying with legal requirements for hazardous waste transportation. ● Install a wastewater treatment system that meets standards and regularly monitor the quality of treated wastewater to prevent contamination that may affect the environment and communities. ● Install a wet scrubber air pollution control system to prevent polluted air from being released into the environment and causing air pollution. ● Conduct environmental quality measurements twice a year, including measuring heat, light, noise levels, concentrations of dust and chemicals, and the amount of pollutants in the air discharged from the stack. ● Monitor and report the results of water pollution, soil pollution, air pollution measurements, and waste management according to the reporting schedule.
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4. Monitoring Operations and Outcomes

The Company prioritizes continuous monitoring and evaluation of human rights and labor performance, focusing on assessing the effectiveness of measures and the results of practices through evaluations and on-site audits. It emphasizes both qualitative and quantitative indicators for performance monitoring, such as assessing risks related to

child labor, forced labor, and modern slavery; evaluating equality, diversity, and non-discrimination; and assessing freedom of association and constructive negotiation. This covers the evaluation of preventive and mitigating measures to reduce human rights and labor risks. Furthermore, the Company uses data from complaint channels as a key tool to assess the effectiveness of the management system, considering the time taken to resolve issues and the satisfaction level of affected parties after remediation, to evaluate the ability to manage risks promptly and fairly. All monitoring and evaluation results will be analyzed to identify gaps and opportunities for improvement, and will be used to continuously review and enhance the human rights due diligence process to align with OECD guidelines and create sustainable positive human rights and labor outcomes.

5. Communication of Impact Management Methods

The Company annually reviews, audits, and monitors the management of human rights risk issues. It designates responsible departments to report human rights performance to the Board of Directors and ensures continuous communication of human rights practices to relevant stakeholders to regularly prevent risks of negative human rights impacts from the Company's activities and business relationships. The Company provides annual human rights performance reports through its annual and sustainability reports and opens channels for feedback and suggestions from stakeholders to enable reporting or whistleblowing on human rights violations.

6. Provision of Remediation

Remediation Guidelines

The Company has prepared remediation measures for those who may be affected by human rights issues, such as apologies, monetary and non-monetary compensation, rehabilitation assistance, or payment of fines, to alleviate the suffering of affected parties. The Company ensures regular follow-up and communication with affected parties until they return to their original state before the human rights impact. In cases of human rights violations, the Company has a fair investigation process and appropriate disciplinary measures for those who commit human rights violations, in accordance with the Company's regulations and relevant laws, as follows:

- If an employee, disciplinary action will be taken in accordance with the Company's employment regulations. If an external party, the Company will consider legal action.

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

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

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

Changes in social and human rights policies, guidelines, and/or goals : Employee Rights, Safety and occupational health at work

No changes

Information on compliance with human rights principles and standards

Compliance with human rights principles and standards

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

Information on Human Rights Due Diligence : HRDD

Human Rights Due Diligence : HRDD

Does the company have an HRDD process : No

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

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

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

Fair labor practice

Disclosure boundary in fair labor practice in the past years

Boundary type	:	Company
Total number of disclosure boundaries	:	5
Actual number of disclosure boundaries	:	1
Data disclosure coverage (%)	:	100.00

Information on employees and labor management plan

Employees and labor management plan

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

The Company is committed to conducting business under the principles of fair labor practices, strictly respecting labor rights and complying with relevant local labor laws and international standards. The Company declares its intention and policy to not tolerate any form of labor rights violations, and communicates and disseminates policies and practices to employees and relevant stakeholders for strict adherence to policies, local laws, and international labor standards. This includes establishing preventive measures and monitoring the use of child labor, forced labor, and modern slavery throughout the value chain, covering fair wages as per law, appropriate working hours including correct overtime work and pay, prohibition of child labor, forced labor, modern slavery, non-discrimination, providing a safe and healthy work environment, and respecting the rights to association and trade unions for all activities in all countries where business is conducted. Furthermore, the Company emphasizes non-discrimination and promoting equality in employment, adhering to the principle of treating all employees equally, without discrimination based on differences in race, religion, language, gender, age, disability, and nationality. It also establishes comprehensive guidelines and policies to prevent discrimination in work processes and human resource management, including supporting a harassment-free work environment and providing opportunities for career growth based primarily on potential and performance.

The Company strictly respects employees' freedom of association and right to organize, within the framework of relevant laws and local regulations. It supports employees' ability to freely form, establish, or join labor organizations or participate in appropriate forms, without interference, discrimination, or harassment of any kind. This includes fostering an open work environment that respects diverse opinions and facilitates employee participation as key stakeholders, which forms the foundation of trust, transparency, and a fair and sustainable work environment. Furthermore, the Company respects and supports fair and constructive negotiation processes between employees or labor representatives and management, strictly within the framework of relevant labor laws and local regulations. The aim is for negotiations to be conducted with integrity, transparency, and mutual respect. Additionally, promoting negotiation as a crucial mechanism for managing issues related to employment, working conditions, compensation, and welfare helps build mutual understanding, reduce conflicts, and lead to balanced, fair agreements that contribute to labor security and sustainable business operations.

The Company prioritizes fair and appropriate allocation of working hours, committed to complying with laws regarding working hours, overtime, and holidays according to relevant labor laws and local regulations. It also manages workload to reduce the risk of excessive work and continuously supports employees' work-life balance. The Company

is committed to ensuring employees receive fair and adequate wages and compensation for living, not less than legally mandated, adhering to principles of equality and transparency in determining compensation, including correct and auditable payment of overtime wages and related benefits.

The Company promotes employee participation in defining and developing labor standards through open internal communication mechanisms, listening to feedback, and involvement in projects or activities related to improving working conditions, to foster mutual understanding and good relationships in the workplace. The Company supports comprehensive skill development, learning, and career advancement opportunities for employees, considering equality and non-discrimination, and providing opportunities for all employee groups to access career development based on potential and performance fairly.

The Company communicates labor policies and practices clearly, transparently, and accessibly by disseminating relevant policies to all employees and providing communication in languages appropriate to the labor context to ensure proper understanding and implementation. The Company is committed to systematically assessing labor risks, especially in new activities or projects that may impact labor rights, to prevent, reduce, and mitigate potential risks, and to use assessment results to continuously and responsibly improve labor management approaches.

The Company establishes systematic measures and management guidelines to address unfair labor issues, focusing on preventing and mitigating potential risks throughout the value chain. This includes preventing child labor and forced labor, appropriately overseeing overtime work, providing safe and accessible complaint or communication channels, and continuously reviewing practices to ensure fair treatment of labor, compliance with laws and international standards, and the creation of a work environment that respects human dignity.

The Company is committed to promoting equality and fair labor practices, without discrimination in all work processes and human resource management, covering at least relevant dimensions such as race, religion, language, gender, age, sexual orientation, disability, and nationality, to ensure that all employees receive equal opportunities and treatment in practice.

The Company places importance on monitoring, recording, and disclosing information regarding incidents or cases related to non-compliance with labor standards in an appropriate and transparent manner, by specifying the status of operations and management approaches for incidents that occur, or confirming facts in cases where no incidents are found, to reflect accountability and continuous development.

The Company continuously promotes employee communication and participation to reflect suggestions, concerns, and approaches for improving working conditions. This is achieved by supporting appropriate channels and mechanisms for listening to employees' voices, as well as fostering mutual understanding between employees and management to create a fair and sustainable work environment.

The Company provides accessible, safe, and confidential complaint and whistleblowing mechanisms to enable employees and stakeholders to report concerns about labor rights violations or unfair practices without retaliation. It also promotes understanding of these channels and ensures fair, transparent, and appropriate handling of complaints. The Company is committed to allocating fair, transparent, and equitable compensation, regularly reviewing the compensation structure to prevent unfair disparities, and establishing clear guidelines or practices for determining wages, compensation, and other benefits based on roles, responsibilities, and performance, without discrimination.

Management Structure for Fair Labor Practices

The Company mandates the Board of Directors to establish a Good Corporate Governance and Sustainability Committee to systematically oversee and manage risks related to fair labor practices. The Board of Directors, comprising the Chairman of the Board and the Chief Executive Officer or Managing Director, is responsible for approving and reviewing policies, considering risk reports and related operational results to cover stakeholders throughout the business value chain, as well as providing recommendations and supporting the cultivation of an organizational culture committed to principles of fairness, equality, and respect for labor rights. Meanwhile, the Executive Committee is responsible for defining strategies and management guidelines, developing, monitoring, and controlling risks related to fair labor practices effectively and in line with the business context. Sub-committees and employees are responsible

for implementing the Company's policies, processes, and operational plans in accordance with the context of each department or section, communicating information to stakeholders, collecting risk data and key issues for submission to management or relevant departments, and continuously reporting operational results to the Board of Directors on a quarterly basis.

Guidelines for Promoting Diversity, Equity, and Inclusion

Promoting Rights to Equality and Human Dignity: Focus on valuable employment and job creation, free from discrimination based on gender, age, religion, or sexual identity, to create an environment where everyone feels safe and included.

Supporting the Advancement of Female Personnel in Science: Promote female personnel into leadership positions and support opportunities for international medical research and innovation to break down gender limitations in specialized professions.

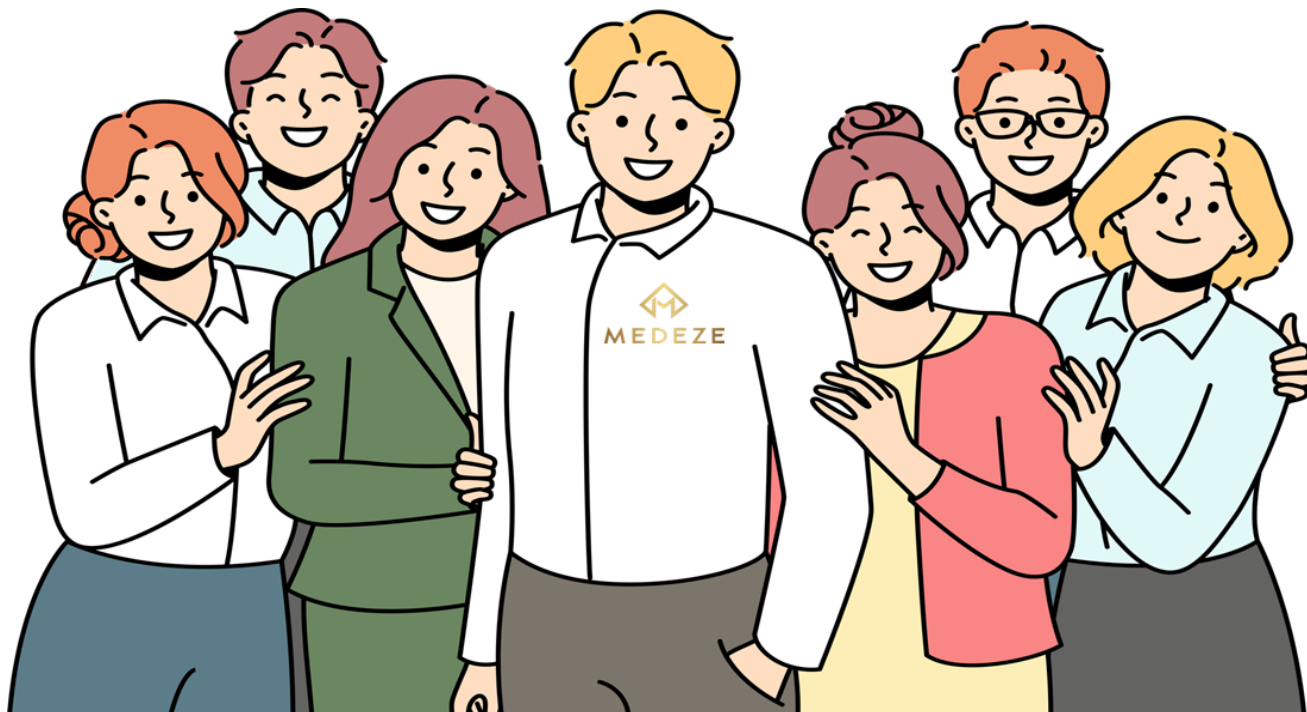
Compensation Fairness: Establish a compensation and welfare system based on knowledge, abilities, and performance fairly, adhering to the same criteria for all positions.

Culture of Listening and Innovative Thinking: Provide a platform for employees at all levels to present new ideas and innovations, focusing on work outcomes and organizational development.

Equitable Potential Development: Support advanced training both domestically and internationally to prepare personnel for management levels, providing equal opportunities based on individual potential.

Flexibility and Work-Life Balance: Understand social differences and family responsibilities by strictly supporting work flexibility and legal leave rights to promote the team's good quality of life.

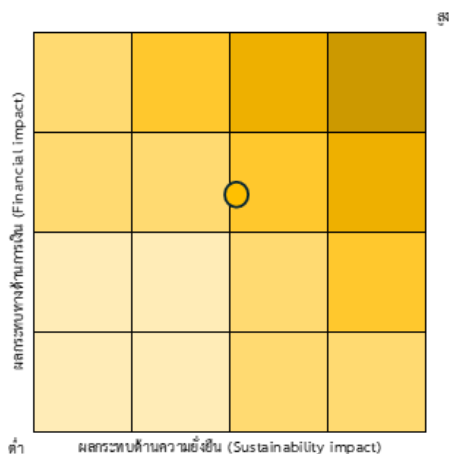
Protection of Vulnerable Groups: Promote employment and welfare for the elderly, persons with disabilities, and pregnant women by providing a safe and hygienic work environment, such as laboratories and offices, in accordance with international standards.



Human Capital Retention and Development

MEDEZE's human resource management strategy is driven by its vision and business direction, aiming to build a strong organizational foundation through developing personnel potential to meet the concepts of "happiness" and "potential" of employees. This is coupled with designing a skill development system linked to business directions in longevity and advanced biotechnology, to create value (Value Creation) from personnel expertise, leading to efficient and sustainable value delivery (Value Delivery) to customers and society. The Company emphasizes investing in "human resources" through designing a "Sustainable Human Value Loop" that focuses on comprehensive employee care, from attracting talent, developing future skills, to retaining personnel through a work environment conducive to

long-term engagement. The role of human capital is not limited to the social dimension but is also a key driver of innovation (Innovation), advanced technology development (Technology), and effective environmental impact management (Environment).



The advanced medical and biopharmaceutical industry is a sector highly dependent on specialized personnel and deep scientific, technological, and international standard knowledge. The ability to attract, develop, and retain this group of personnel is not merely a human resource management factor but a structural factor that determines competitiveness, service system reliability, and long-term stakeholder trust. The Company considers the issue of human capital retention and development to be important both in terms of the impact businesses receive from external contexts and the impact businesses have on society and the healthcare system in the long term. MEDEZE's focus on human capital development is therefore a crucial mechanism for creating a healthcare ecosystem with international standards, supporting stable growth, and sustainably enhancing people's quality of life, in line with its commitment to being a transparent, reliable, and competitive leader in Longevity at regional and international levels. Global competition in recruiting and retaining highly skilled personnel in biotechnology and medicine presents significant opportunities and risks. If experts can be attracted and retained, it will be a key driver for innovation, market expansion, and enhancing structural competitiveness. Conversely, failure in human capital management may affect business continuity and stakeholder confidence. At the same time, systematic human capital management, development, and knowledge transfer are opportunities to develop technological potential and create both economic and social value in the long term.

Commitment to Attracting and Retaining High-Potential Personnel

The Company recognizes the importance of people or human resources as a critical management factor influencing organizational success. Managing a diverse workforce in terms of professions, skills, and abilities is essential for the organization to achieve its objectives, particularly in increasing business value and enhancing competitive capabilities to drive efficient and sustainable business operations. Therefore, the Company implements systematic human resource management, from recruitment, employee development, to retention. Emphasis is placed on fair and transparent recruitment and selection, considering employment based on abilities, skills, and qualifications suitable for the position, without discrimination based on personal factors such as gender, age, race, religion, disability, or social status. The Company promotes the professional skill development of employees to enhance their potential for career growth, align with organizational goals and strategic directions, and keep pace with technological changes and current global contexts. This is achieved through providing various training courses tailored to the needs of different learning groups, developing annual training plans, creating Smart JDs (Job Descriptions) according to the organizational context, supporting learning and skill development through practical experience to increase expertise and proficiency, and supporting the creation of new innovations and technologies for application in improving work efficiency. Furthermore, the Company supports equitable promotions and continuous and comprehensive monitoring and planning of personnel development to meet future organizational needs. Additionally, the Company emphasizes employee retention by focusing on systematic and transparent performance evaluations, fair and appropriate compensation

management by setting equal compensation for men and women in positions and work of equal value, creating a work environment conducive to employee happiness and safety, facilitating continuous communication and listening to employee feedback to build engagement and satisfaction, and providing various welfare benefits, both legally mandated and supplementary, to promote a good quality of life and support employees in achieving a balanced work-life, while also creating security and motivation for employees to perform at their full potential.

Management Structure for Attracting and Retaining High-Potential Personnel

The Company has established a human capital governance and management structure aligned with the organizational strategy and growth direction in the future medical industry. Roles and responsibilities are divided by management level: the Board of Directors is responsible for setting human capital policies and strategic directions, alongside overseeing the efficiency of the human resource management system to align with goals for Longevity, innovation, and international standards, as well as monitoring structural risks related to attracting and retaining highly skilled personnel in a global competitive context. For the executive level, their role is to translate policies into personnel strategic plans, define future skills development plans, manage performance, and create an organizational culture that promotes both potential and engagement, while integrating social, technological, and environmental dimensions into the human capital management system to support the responsible development of advanced biomedical technology. At the operational level, the Human Resources department and related functions develop and retain personnel through systematic recruitment, learning and development, knowledge transfer, and career path management, to maintain knowledge continuity, reduce the risk of losing key personnel, and enhance long-term competitiveness.

Management Approaches for Attracting and Retaining High-Potential Personnel

The Company designs personnel development processes using diverse methods to systematically and continuously support learning through various formats. This is achieved by promoting employees' potential, knowledge, skills, and appropriate attitudes, enabling them to grow with the organization and effectively cope with business changes, in alignment with their Career Path plans. The Company has set the direction for personnel development to be consistent with its vision, mission, goals, business strategies, and organizational values, to ensure that personnel development supports long-term objectives. This involves reviewing and analyzing development needs at the organizational, departmental, and individual levels, including Skill Gap Analysis and Competency Assessment to identify crucial and necessary skills for both present and future. Furthermore, Individual Development Plans (IDPs) are created, allowing employees and supervisors to collaboratively define goals, desired skills for development, and appropriate development methods. This leads to the implementation of development and training, evaluation of development outcomes, review of development plan results against organizational mission and goals, and the use of evaluation results and feedback to continuously improve personnel development plans and processes to be more efficient and responsive to the needs of the organization and employees, as follows:



Personnel Development Models

The Company has established guidelines for personnel development using a blended learning model of 70:20:10, comprising 10% formal learning, 20% social learning, and 70% experiential learning. Human resource management covers recruitment, development, and retention of high-potential personnel under the Sustainable Human Value approach to continuously create value for both the organization and society, while promoting learning, career growth, and the development of specialized skills necessary for driving the business, as follows:



Knowledge Creation Plan

The Company develops personnel in conjunction with fostering innovation and operating according to international standards to effectively support the growth of the MEDEZE Health Ecosystem. The Company has defined employee development courses into 6 main groups, covering both upskilling and reskilling, to enable employees to adapt to changes in technology and business models in the global context, by linking learning with practical work and long-term potential development. The Company operates under the "Sustainable Human Value Loop" approach, which aims to continuously develop the knowledge, abilities, and skills of personnel, covering basic skills, leadership, specialized job skills, legal knowledge, and skills necessary for driving sustainable development, through promoting the

development and application of technology, innovation, or work approaches that help reduce negative impacts on society and the environment, in order to enhance the organization's capabilities to align with business directions and changes in the Health Economy industry, as follows:

1. **New Employee Courses** This course aims to help new employees understand the organization, their roles and responsibilities, and the Company's operational guidelines, covering key content such as organizational structure, work regulations, disciplinary actions and penalties, termination of employment, and employee welfare and benefits.
2. **Ethics and Governance Courses** This course aims to provide employees with knowledge and understanding of ethics, code of conduct, principles of transparency, anti-corruption, and human rights, to promote correct, appropriate work practices in line with good corporate governance principles.
3. **Personal Data Protection Courses** This course aims to provide employees with knowledge and understanding of the Personal Data Protection Act, enabling them to handle personal data correctly, appropriately, and in compliance with legal requirements.
4. **Sustainability Courses** This course aims to provide employees with knowledge and understanding of the Company's sustainability policy and enable them to apply it in their work to align with the organization's sustainable business practices.
5. **Information Technology Security Courses** This course aims to provide employees with knowledge and understanding of IT security, enabling them to work safely, reduce risks from information system usage, and prevent potential impacts on organizational data and operations.
6. **Standard System Courses** This course aims to provide employees with knowledge and understanding of preparing and registering documents according to ISO standard systems, to ensure that operations and document storage are correct, systematic, and auditable.

Establishment of the Welfare Committee

The Company promotes employees' freedom of association and right to collective bargaining. In 2022, the Company organized the election of a Welfare Committee, in accordance with the Department of Labor Protection and Welfare's announcement on the criteria and procedures for electing welfare committees in establishments, dated May 14, B.E. 2545 (2002). This committee serves as a representative of employees (employee side) to consult with management (employer side) on the provision of welfare benefits within the establishment for employees. This Welfare Committee consists of 7 employee representatives from various departments and sections, serves a 5-year term, and has the following key duties and roles:

1. Engage in discussions with the employer to arrange appropriate welfare benefits for employees.
2. Provide suggestions to the employer regarding welfare benefits, covering health, safety, and a good working environment.
3. Monitor and oversee the provision of welfare benefits by the employer to employees.
4. Propose opinions and guidelines for beneficial welfare arrangements for employees to the employer.

The Company prioritizes welfare benefits that enhance employees' quality of life, providing legally mandated benefits such as clean drinking water, hygienic restrooms, medicine and first-aid kits, a medical room, social security, and a provident fund. Additionally, the Company offers supplementary benefits beyond legal requirements to incentivize and provide security for employees, including annual bonuses, diligence allowances, shift allowances, life insurance, accident insurance, annual health check-ups, uniforms, children's education scholarships, and financial assistance for employees on various occasions.

Enhancing Quality of Life with a Happy Workplace Happy Workplace

The Company promotes employees as ethical and moral individuals, alongside developing knowledge and life skills as a foundation for efficient work performance, and supports creating a good quality of life with happiness at work through continuous short-term and long-term projects and activities aimed at "enhancing organizational capabilities to create a society and environment conducive to a healthy organization." The Company applies the "Happy Workplace"

concept as a management approach focused on ensuring the sustainable happiness of "people" within the organization, fostering positive attitudes towards life, coexistence with others, and social responsibility through the 8 fundamental aspects of happiness (Happy 8), as follows:

1. Happy Body (Good Physical Health)

The Company aims to promote the physical health of people in society through health projects and education on self-care and disease prevention to build a good health foundation for society. Additionally, the Company supports the development of medical and medical science knowledge, covering biopharmaceutical technologies (Biopharmaceutical) and Advanced Therapy Medicinal Products (ATMPs), which are crucial for driving the Health Economy industry both domestically and regionally, and contribute to raising long-term health standards in society.

2. Happy Heart (Goodwill)

The Company prioritizes social contribution, especially supporting the public health system, through projects and activities aimed at promoting widespread access to medical services. In the past year, it has continuously supported essential medical equipment and supplies to public health agencies, as well as collaborating with hospitals and mobile medical units to provide services to the public in local areas. This increases opportunities for access to medical treatment, particularly in resource-limited areas. This is part of the approach to creating shared value between the organization and society, aiming to continuously improve people's quality of life while strengthening the healthcare service system.

3. Happy Society

The Company conducts business based on social responsibility, aiming to create shared value (Creating Shared Value) between the organization and society by supporting access to medical services and equitably enhancing the public health system through a project to support medical equipment worth 700,000 Baht to Maharaj Nakhon Ratchasima Hospital under investment promotion measures for community and social development. This project's key objective is to improve the quality of medical treatment and patient safety, enabling healthcare facilities to serve various patient groups more efficiently and supporting the enhancement of people's quality of life, alongside creating long-term social benefits.

4. Happy Relax (Good Relaxation)

The Company emphasizes creating a work-life balance by supporting activities that help relieve stress and foster good relationships within the organization, alongside participating in social activities. The Company has supported essential items such as consumer goods, clothing, and educational supplies for children and youth in 6 welfare homes, benefiting over 200 individuals, which helps enhance life opportunities and long-term quality of life. These activities are part of creating a work atmosphere conducive to relaxation and promoting employee engagement with the organization, while continuously benefiting society.

5. Happy Brain (Eager to Learn)

The Company aims to promote the development of personnel's knowledge and potential to align with professional standards and changes in the medical industry. This is achieved by supporting academic learning and specialized training according to the international standard ISO 20387:2018 for Biotechnology Biobanking, to continuously enhance the quality and standardization of biological sample storage and management systems. This is a significant step in elevating MEDEZE's cell storage system to the highest standards, ready to further advanced medical innovations in the future, consistent with the lifelong learning policy to drive the organization towards sustainable success.

6. Happy Soul (Good Spirit)

The Company supports personnel in achieving mental balance and ethical values through participation in religious and social activities, which helps strengthen engagement and awareness of life's values. In 2025, Dr. Weerapol Khemrangsarn, Chief Executive Officer, along with the executive team and employees, co-chaired over the "Casting of the Principal Buddha Image" ceremony at Wat Kalayaneer Songtham, Nakhon Pathom Province, with a total donation of 1,435,999.88 Baht. This is considered a continuation of Buddhism and a way to nurture employees' minds to be happy, peaceful, and have faith in doing good deeds.

7. Happy Money (Good Financial Health)

The Company prioritizes promoting employees' financial security by supporting financial planning education, savings, and appropriate income management to prepare for the future. The Company encourages employees to save through a provident fund, which fosters financial discipline and long-term savings before retirement, as well as supporting employees' continuous understanding of financial planning, building their financial security, reducing long-term risks, and supporting a sustainable good quality of life.

8. Happy Family (Good Family)

The Company emphasizes supporting educational opportunities for people in society, aiming to develop high-level personnel potential through supporting doctoral scholarships in biotechnology, a field crucial for national development. This helps scholarship recipients gain opportunities for employment, income generation, and economic stability to appropriately care for and support their families. The approach thus fosters good family relationships and supports individuals' roles as income earners, leading to stronger families and society in the long term.

Employee Satisfaction and Engagement

The Company emphasizes employee participation in driving organizational growth by aiming to create a work environment conducive to teamwork, providing opportunities for employees at all levels to contribute to organizational development, and ensuring fair treatment. The Human Resources (HR) department is designated as the central hub for listening to opinions, analyzing key issues, collaboratively analyzing solutions, and developing approaches or tools that support employees' work efficiency, with a focus on strengthening employee engagement with the organization. In the past year, the Company conducted a comprehensive survey of employee opinions and satisfaction across all groups, achieving a 100% participation rate and an average satisfaction score of 84%, which is higher than the target of not less than 80%. Enhancing employee engagement and supporting human resource development are crucial factors in building long-term trust among customers, investors, and stakeholders.

Operational Plan

Focus on creating a transparent and participatory work culture, with a systematic plan for evaluating and developing employee satisfaction comprising 5 key steps:

1. Analyze and design an evaluation system that covers all dimensions, including the organization, supervisors, and environment.
2. Create tools and communication plans to ensure employees have comprehensive access to and understanding of the system.
3. Create online questionnaires via Google Form for convenience and speed.
4. Monitor evaluation response rates in real-time via Dashboard to control data quality.
5. Summarize results, analyze, and plan development, then present findings to management and systematically create development plans for departments.

Information on setting employee and labor management goals

Setting employee and labor management goals

Does the company set employee : Yes
and labor management goals?

Details of setting goals for employee and labor management

Target(s)	Indicator(s)	Base year(s)	Target year(s)
• Non-discrimination	Proportion of female employees	2025: 76 percent	2028: 50 percent continuously
• Non-discrimination	Proportion of women employed in STEM fields	2025: 35 percent	2028: 30 percent continuously
• Non-discrimination	Proportion of female employees returning to work after maternity leave	2025: 100 percent	2028: 100% continuous
• Non-discrimination	Proportion of employment of religiously diverse personnel	2025: 2 percent	2028: 2 percent continuously
• Fair employee compensation	Proportion of employees receiving a living wage (Living Wage)	2025: 379 percent	2028: 50 percent continuously
• Employee training and development	Average training hours of employees	2025: 46 hours per person per year	2028: 12 hours per person per year, continuously
• Employee training and development	Human Capital Potential in Income Generation	2025: 2.3 million Baht per person per year	2028: 4.5 million Baht per person per year, continuously
• Employee training and development	Employee Engagement Ratio	2025: 84 percent	2028: 80 percent continuously
• Employee training and development	Voluntary employee turnover rate	2025: 100 percent	2028: 100% continuous
• Employee training and development	Employee turnover rate (turnover rate)	2025: 33 percent	2028: 20 percent continuously
• Employee training and development	Proportion of employees who received safety training	2025: 100 percent	2028: 100% continuous

Information on performance and outcomes for employee and labor management

Performance and outcomes for employee and labor management

Performance and outcomes for employee and labor management : Yes

The Company prioritizes fair treatment of labor and respect for human dignity, adhering to labor laws, international standards, and the principle of equal employment. This covers recruitment, employment, development, performance evaluation, and the provision of appropriate compensation and welfare. In 2025, no incidents of non-compliance with

labor standards were found, reflecting effective governance. The Company also promotes gender equality, with female employees constituting 76% and female employment in STEM fields at 35%, both exceeding set targets. Furthermore, the Company successfully supported 100% of female employees returning to work after maternity leave and maintained religious diversity at the target level. Concurrently, the Company aims to enhance the quality of life for employees, with a proportion of employees receiving a living wage at an appropriate level, reflecting its commitment to comprehensive personnel care and sustainable organizational growth.

Incidents of non-compliance with labor standards

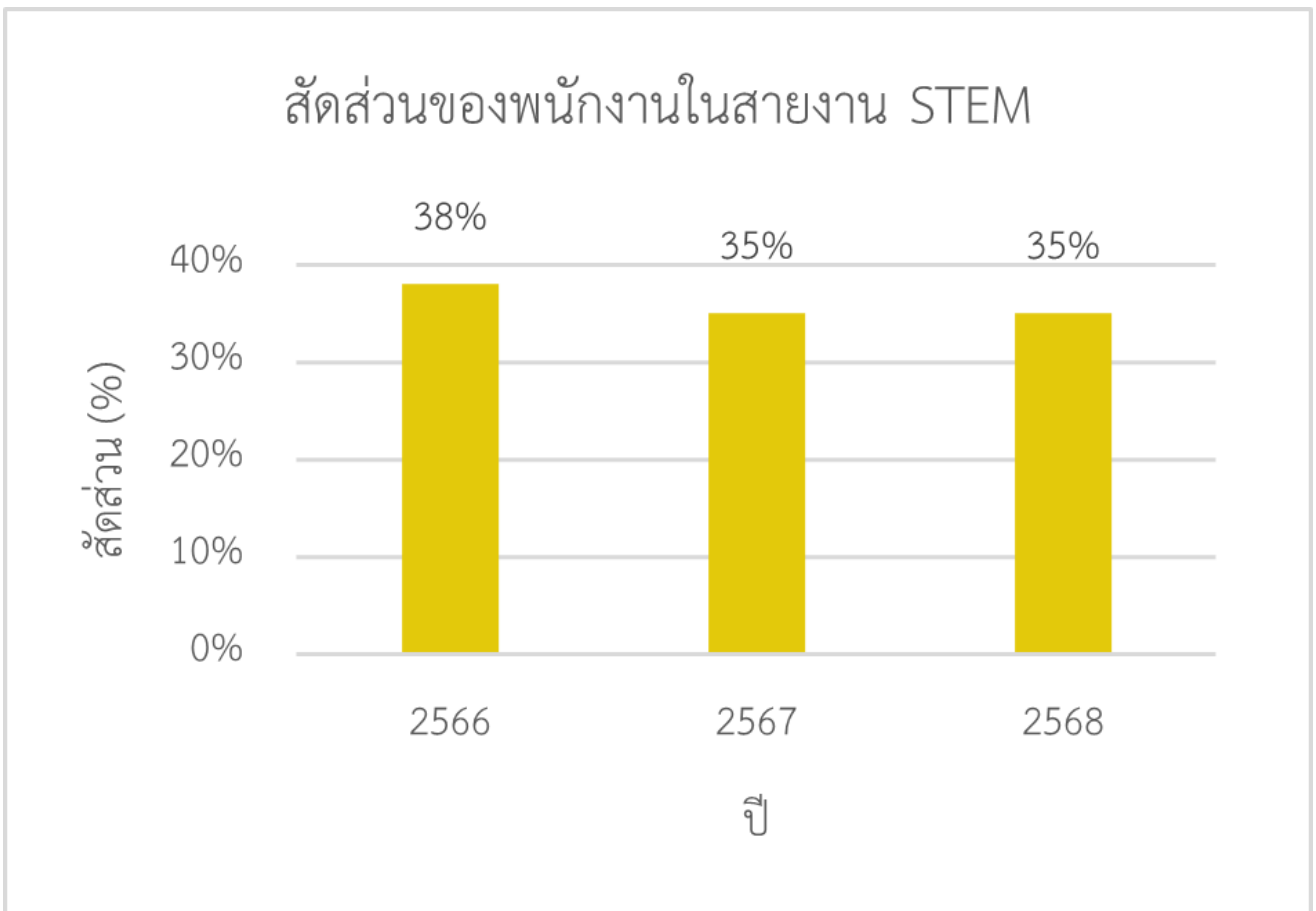
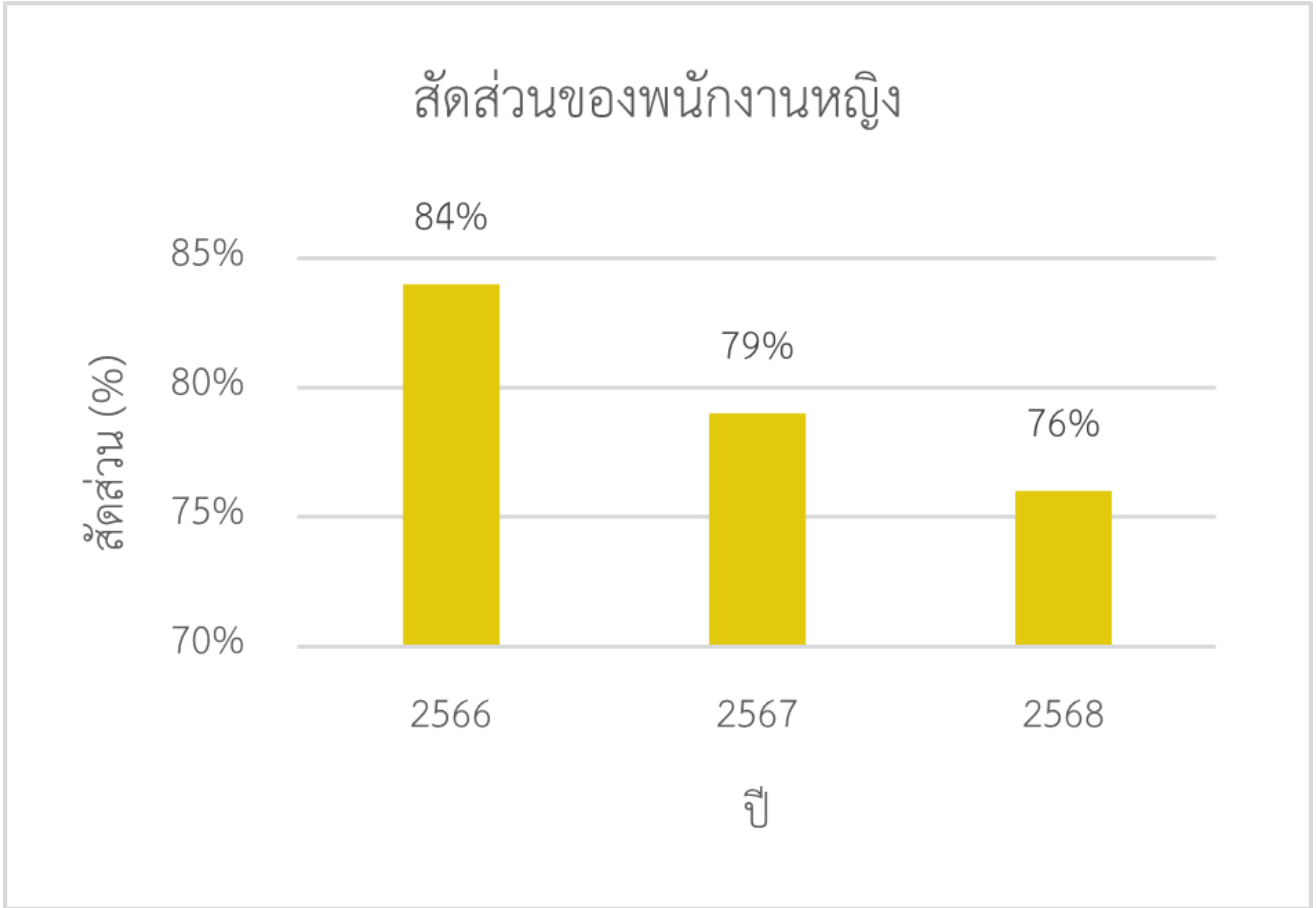
The Company prioritizes fair treatment of labor and respect for human dignity, adhering to labor laws, international labor standards, and the principle of equal employment. This covers processes from recruitment, employment, development, performance evaluation, to the determination of appropriate compensation and welfare. In 2025, the Company found no incidents of non-compliance with labor standards (0 incidents), reflecting the efficiency of the organization's labor governance and management system. The Company continuously reviews its inspection processes and complaint mechanisms to prevent potential risks and consistently elevate operational standards in line with international labor practices.



Enhancing equality and diversity

The Company promotes equality, diversity, and non-discrimination in all forms, aiming to create an open working environment that respects the differences of all personnel. In 2025, female employees constituted 76% of the total workforce, and employees in STEM (Science, Technology, Engineering, and Mathematics) fields accounted for 35%, reflecting the promotion of roles for personnel in professions crucial for the organization's technological and innovative development. Furthermore, the Company provides fair opportunities for all groups of personnel to access job positions, development, and career advancement, along with establishing guidelines and measures to prevent

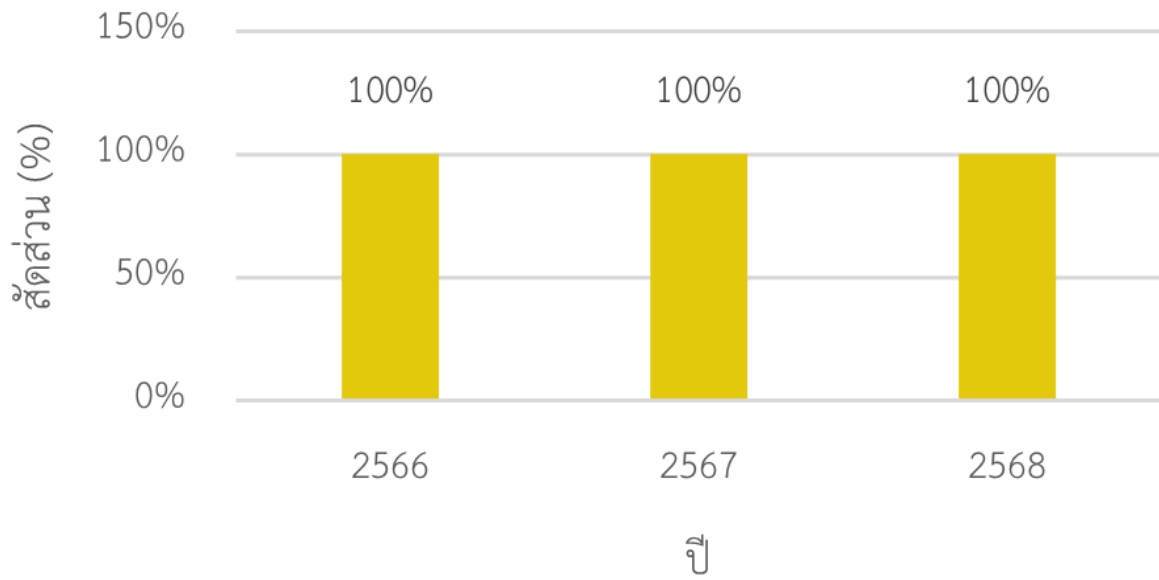
discrimination in human resource management processes, from recruitment and appointment to career progression considerations, to foster an organizational culture committed to equality and respect for the human dignity of all employees.



Personnel retention and job security

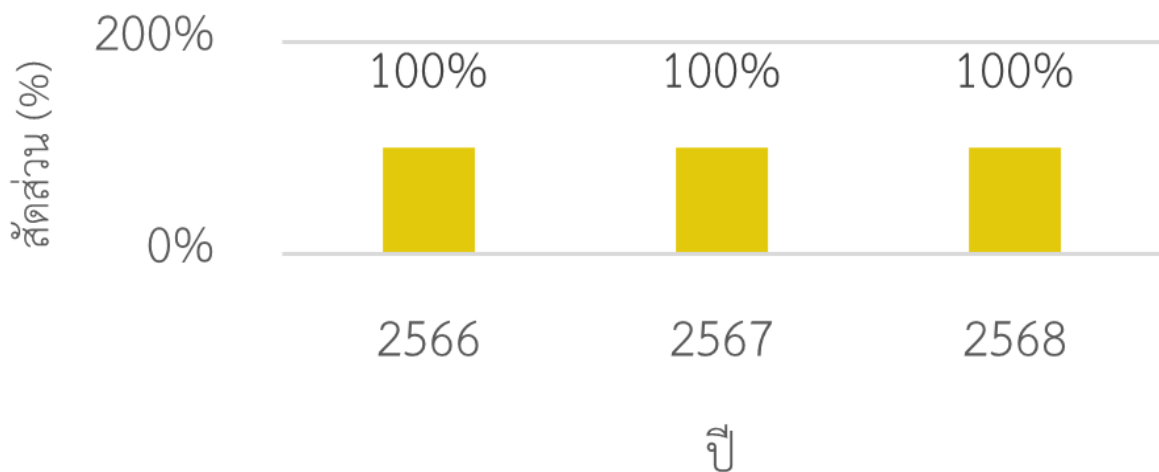
The Company emphasizes job security and retaining high-potential personnel by continuously monitoring and analyzing employee voluntary turnover rates. This data is used to improve the working environment, develop personnel potential, and foster organizational commitment to retain high-potential personnel in the long term. In 2025, the Company effectively retained personnel, with 100% of female employees returning to work after maternity leave and a 100% employee voluntary turnover rate. This reflects the organization's commitment to creating a work environment that supports work-life balance and promotes equal and sustainable employment opportunities.

สัดส่วนการลาออกโดยสมัครใจของพนักงาน



สัดส่วนการจ้างงานพนักงานหญิงให้กลับมาทำงานหลัง

คลอด

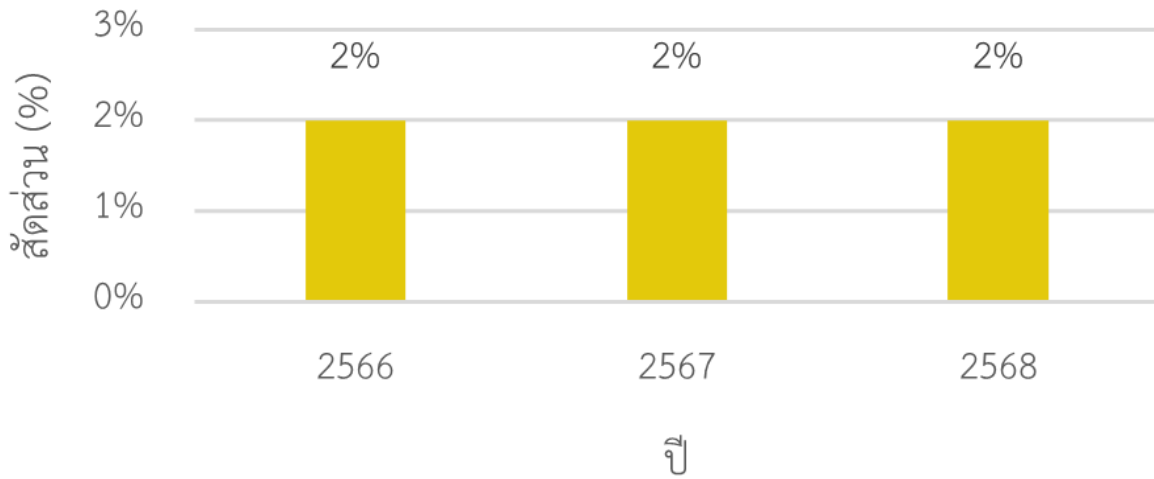


Employment of personnel with religious diversity

The Company emphasizes creating an open working environment that respects differences and promotes diversity among personnel within the organization, including religious diversity. Personnel adhering to different religions constitute 2% of all employees, reflecting the promotion of an organizational culture that embraces diversity and differences in beliefs.

สัดส่วนการจ้างงานบุคลากรที่มีความหลากหลายทาง

ศาสนา



Enhancing compensation and quality of life for personnel

The Company emphasizes establishing a fair compensation structure that aligns with the principle of a Living Wage. Compensation is regularly monitored and reviewed to ensure employees receive appropriate wages and welfare, thereby enhancing their quality of life and fostering long-term job security. In the past year, the average monthly income of MEDEZE employees was approximately 54,308.95 Baht, which is 379% higher than the average monthly income of employees in Nakhon Pathom province, which stands at approximately 14,318 Baht. This reflects the Company's commitment to promoting employee quality of life, reducing income inequality, and creating sustainable work incentives.

Results of continuous improvement

The Company systematically monitors and evaluates human rights respect and labor treatment performance on a quarterly basis. Performance results are regularly submitted to the executive committee for review to identify gaps and opportunities for development in operational standards, process efficiency, and preventive risk management. This also includes reviewing operations to enhance governance quality, build stakeholder confidence, and increase readiness for future business expansion under an internationally recognized governance framework that aligns with the expectations of all stakeholder groups.

Complaint and Whistleblowing Channels

The Company provides complaint and whistleblowing channels to offer employees, partners, and all stakeholder groups the opportunity to submit opinions, suggestions, and complaints regarding discrimination, bullying, workplace harassment, violations of labor rights, and unfair employment conditions, such as wages, working hours, forced labor, child labor, freedom of association, as well as other human rights violations or inappropriate actions related to the Company Group. Furthermore, the Company prioritizes strict confidentiality and protection of whistleblowers in accordance with its personal data protection policy. All complaints or information received will be forwarded to the Audit Committee or the Chief Executive Officer for consideration and action according to established procedures. All information will be kept with the utmost confidentiality.

MEDEZE
ช่องทางร้องเรียน
(Channel Complaints)

ทางจดหมาย
เลขานุการบริษัท, กรรมการผู้จัดการ,
คณะกรรมการตรวจสอบ บริษัท เมดิซ กรุ๊ป
จำกัด (มหาชน)
28/9 หมู่ 8 ถนนพหลโยธินสาย 4 ตำบล

ทางอีเมล
คณะกรรมการตรวจสอบ
anticorruption@medezegroup.com

ทางโทรศัพท์
091-599-9999 (ต่อ 336)

ทางเว็บไซต์
<https://www.medezegroup.com>

ทาง CEO Box
ผู้บริหาร (กล่องแดงร้องทุกข์)
นายแพทย์วีรพล เสมะรังสรรค์
ประธานเจ้าหน้าที่บริหาร และประธาน

Measures for protecting complainants and whistleblowers

The Company prioritizes protecting the rights and fairness of complainants and whistleblowers to ensure that those who express concerns or report issues related to human rights violations or inappropriate conduct receive appropriate care and protection, as follows:

1. Complainants, whistleblowers, or those cooperating in data verification are not required to disclose personal information.
2. Information will be kept strictly confidential for the purpose of fact-finding and with consideration for the safety and potential impact on the complainant.
3. Complainants, whistleblowers, or those cooperating in data verification will not face disciplinary action and will be protected from adverse or unsafe actions.
4. In cases of intimidation or unfair treatment, report directly to the Chairman of the Audit Committee.

Key Human Capital Performance Results

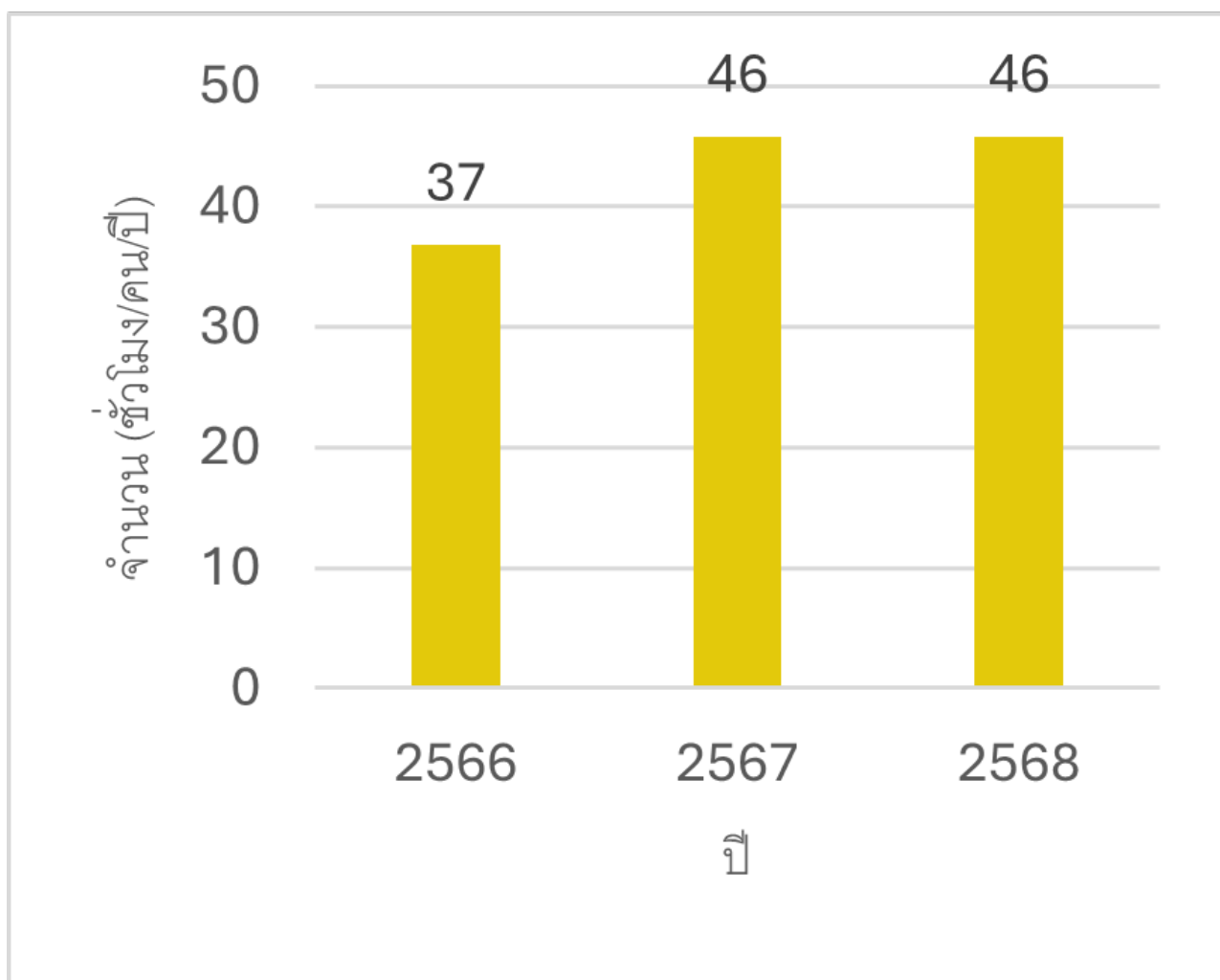
The Company systematically manages and develops human resources, emphasizing the development of employee potential alongside creating an appropriate working environment. This is achieved by setting indicators and targets for continuous performance monitoring, focusing on enhancing employee skills, fostering organizational commitment, and managing turnover rates to an appropriate level. This is coupled with promoting learning and workplace safety to enable employees to perform at their full potential and grow sustainably with the organization. In 2025, the Company successfully increased the average employee training hours to 46 hours per person per year, exceeding the set target. This was accompanied by developing the potential to generate revenue of 2.3 million baht per person per year and maintaining employee engagement at 84%, consistently above the set criteria. Furthermore, the Company is committed to maintaining a 100% employee voluntary turnover rate, controlling the overall turnover rate to 33%, and continuously ensuring that 100% of employees receive safety training, as follows:

Average employee training hours

The Company is committed to continuously developing employee potential by emphasizing the promotion of learning and the development of essential operational skills through a blended learning model of 70:20:10. This comprises 70% learning from practical work, 20% learning from others, and 10% learning from training, enabling

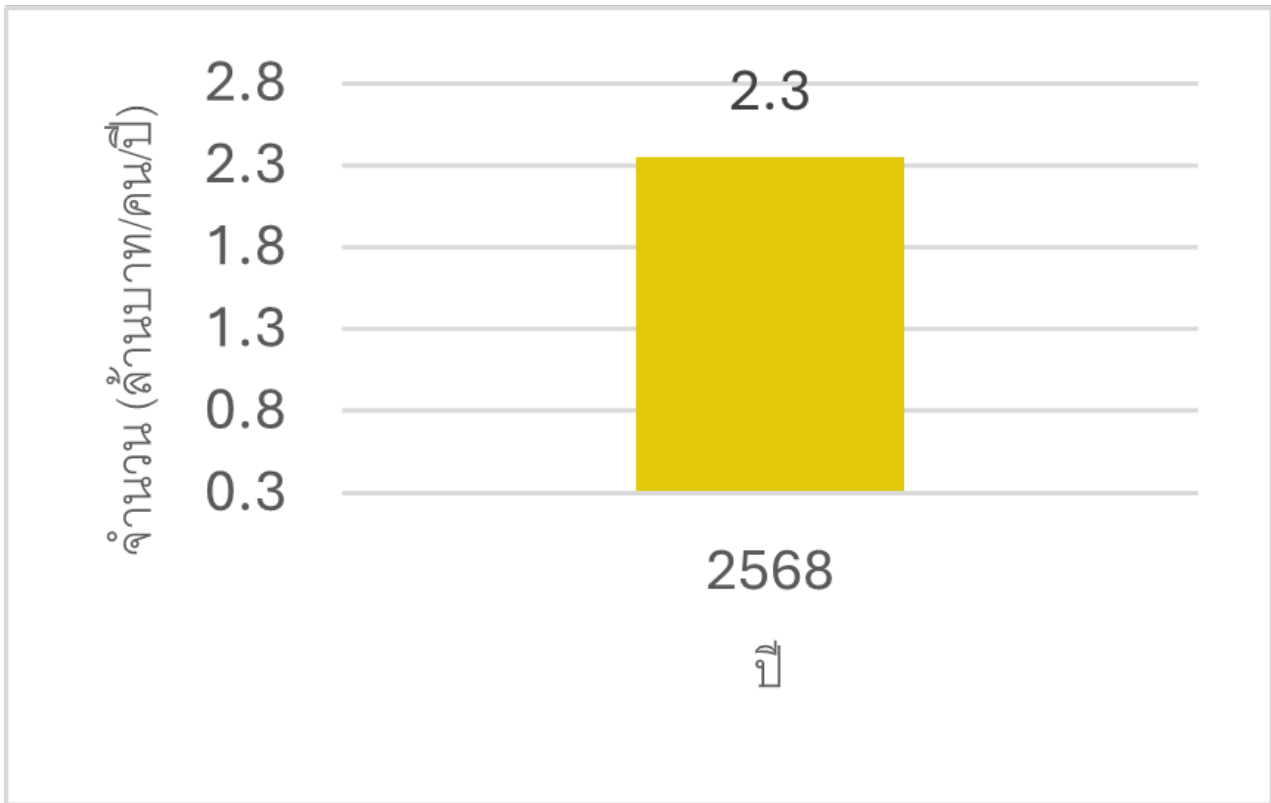
employees to develop comprehensive skills that align with actual work performance. In 2025, employees consistently averaged 46 training hours per person per year, exceeding the set target of 12 hours per person per year. This demonstrates the systematic and efficient enhancement of human resource development, which is a crucial mechanism for increasing the organization's capabilities.

ชั่วโมงการฝึกอบรมเฉลี่ยของพนักงาน



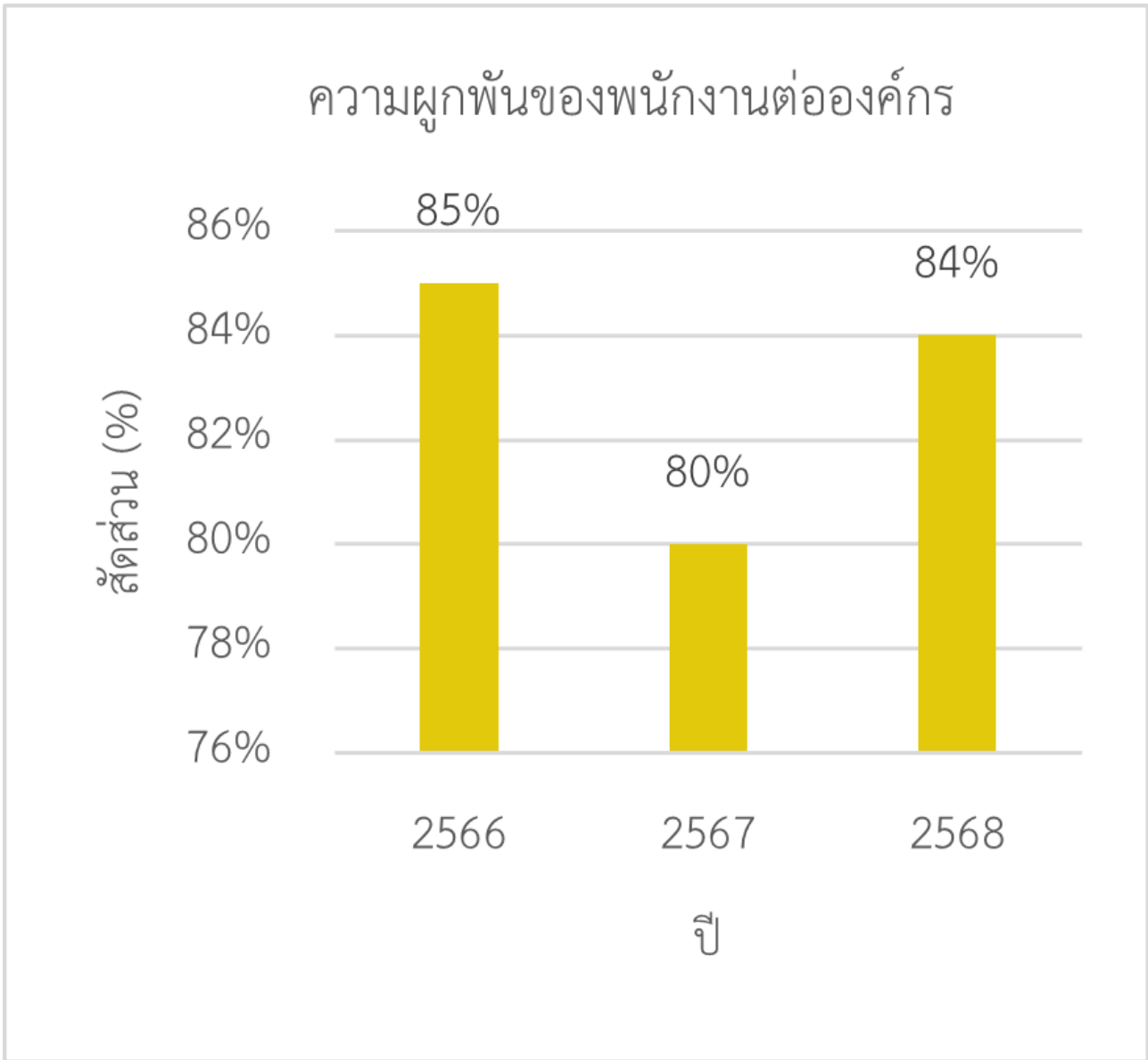
Human capital potential for revenue generation

ศักยภาพทุนมนุษย์ในการสร้างรายได้



Employee engagement with the organization

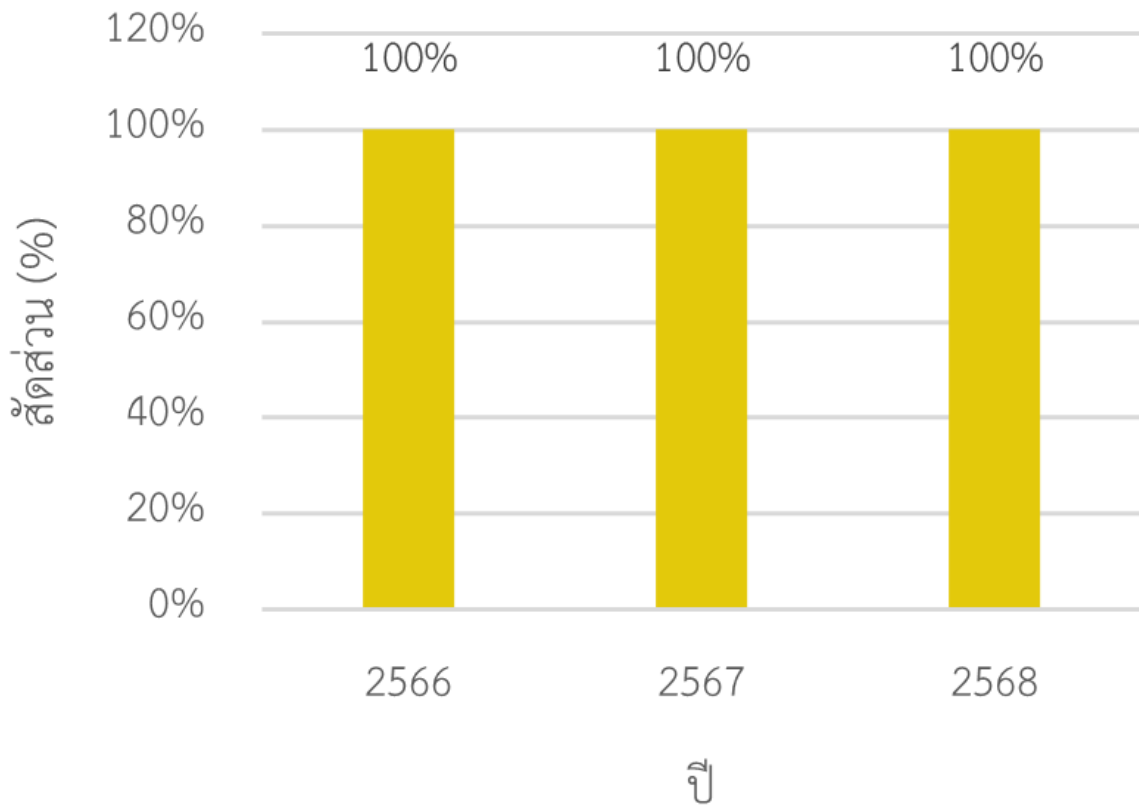
The Company emphasizes fostering employee engagement with the organization as a crucial factor in driving sustainable growth. This is achieved by focusing on developing a work environment conducive to participation and continuously promoting internal communication. In 2025, the Company's employee engagement level was 84%, an increase from the previous year and higher than the set target of 80%. This demonstrates the effectiveness of personnel care and development policies, as well as a work environment that facilitates participation and trust between employees and the organization.



Employee voluntary turnover rate

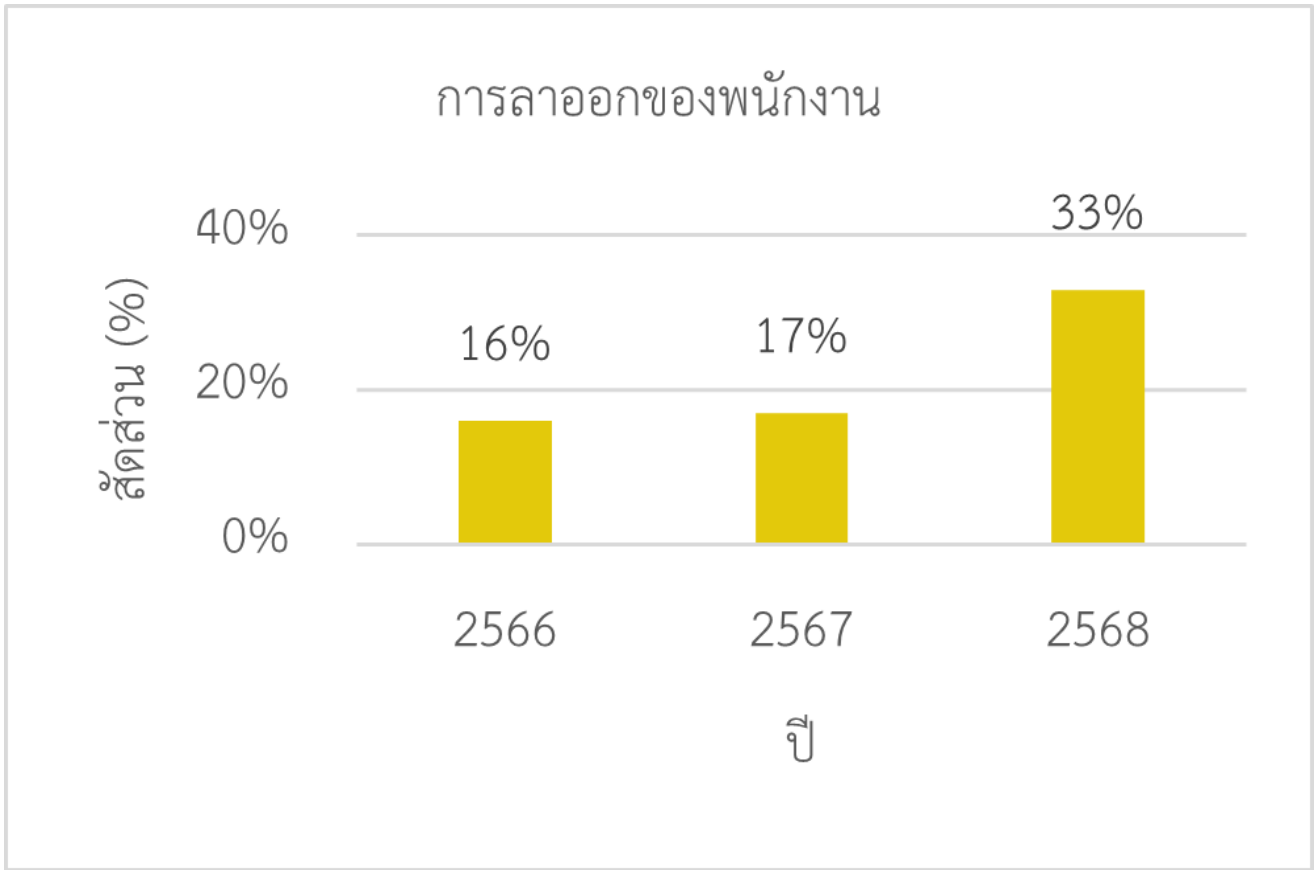
The Company prioritizes retaining high-potential employees by continuously monitoring and managing employee turnover rates to align with human resource management plans and retain key resources driving the business. In 2025, the Company successfully maintained the employee voluntary turnover rate at 100%, in line with the set target. The Company uses this data as a basis for reviewing management strategies and personnel retention plans appropriately to foster organizational commitment and reduce hidden costs associated with new employee recruitment, which are crucial factors in maintaining competitive capabilities and ensuring long-term organizational stability.

การลาออกโดยสมัครใจของพนักงาน



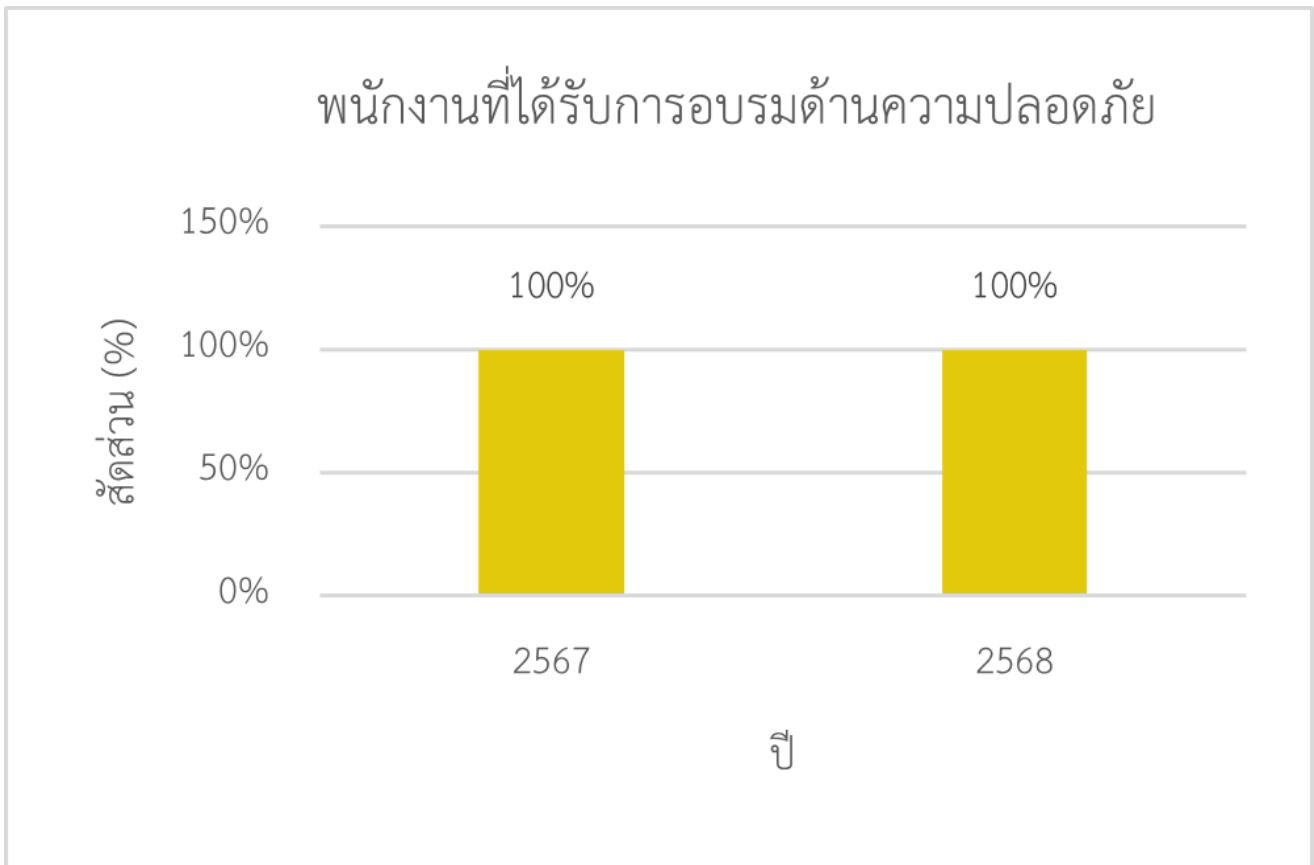
Employee turnover rate

The Company continuously manages employee turnover rates to maintain a balanced workforce structure and support future organizational growth. Turnover rates in 2023 and 2024 were similar and below the set targets of 16% and 17%, respectively. For 2025, the turnover rate increased to 33%, which is higher than the set target of 20%. The Company uses this data to review and improve employee care policies, career development paths, and to strengthen organizational commitment and sustainably retain quality personnel.



Employees who received safety training

The Company is committed to systematically fostering a safety culture to elevate occupational health and safety standards in line with sustainable business practices. In 2025, 100% of all employees received safety training, consistently meeting the set target. This demonstrates the commitment to creating a safe working environment and driving the organization towards a Zero Accident goal to enhance the quality of life for employees.



Results of continuous improvement

The Company continuously develops human resources, focusing on enhancing personnel potential and creating an appropriate working environment to improve employee engagement, safety, and quality of life. Performance results in 2025 demonstrate operational efficiency across multiple dimensions. The Company significantly increased the average number of employee training hours, aligning with continuous personnel potential development. Concurrently, the Company maintained a high level of employee engagement with the organization, which is a crucial factor in driving work efficiency and personnel participation. Furthermore, the Company continuously monitors and manages employee turnover rates, both voluntary and overall, to analyze data and determine appropriate human resource management approaches. Regarding safety, the Company promotes continuous safety training for employees to ensure they can work safely and reduce occupational risks. The Company utilizes these evaluation results to systematically improve and develop human resource management processes, focusing on enhancing employee capabilities, fostering organizational commitment, and retaining high-potential personnel. For future development, the Company will focus on developing its human resource management system to align with relevant international standards, emphasizing the development of future-ready skills, promoting lifelong learning, and utilizing analytical data in personnel management.

Information on employment

Employment

	2023	2024	2025
Total Employment (Person)	230	239	277
Percentage of employees to total employment (%)	100.00	100.00	100.00
Total employees (persons)	230	239	277
Male employees (persons)	47	54	62
Percentage of male employees (%)	20.43	22.59	22.38
Female employees (persons)	183	185	215
Percentage of female employees (%)	79.57	77.41	77.62

Number of employees categorized by age

	2023	2024	2025
Total number of employees under 30 years old (Persons)	92	91	108
Percentage of employees under 30 years old (%)	40.00	38.08	38.99
Total number of employees 30-50 years old (Persons)	131	140	161
Percentage of employees 30-50 years old (%)	56.96	58.58	58.12
Total number of employees over 50 years old (Persons)	7	8	8
Percentage of employees over 50 years old (%)	3.04	3.35	2.89

Number of male employees categorized by age

	2023	2024	2025
Total number of male employees under 30 years old (Persons)	20	24	30
Percentage of male employees under 30 years old (%)	42.55	44.44	48.39
Total number of male employees 30-50 years old (Persons)	25	28	30
Percentage of male employees 30-50 years old (%)	53.19	51.85	48.39
Total number of male employees over 50 years old (Persons)	2	2	2
Percentage of male employees over 50 years old (%)	4.26	3.70	3.23

Number of female employees categorized by age

	2023	2024	2025
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	2023	2024	2025
Total number of female employees under 30 years old (Persons)	72	67	78
Percentage of female employees under 30 years old (%)	39.34	36.22	36.28
Total number of female employees 30-50 years old (Persons)	106	112	131
Percentage of female employees 30-50 years old (%)	57.92	60.54	60.93
Total number of female employees over 50 years old (Persons)	5	6	6
Percentage of female employees over 50 years old (%)	2.73	3.24	2.79

Number of employees categorized by position

	2023	2024	2025
Total number of employees in operational level (Persons)	195	203	239
Percentage of employees in operational level (%)	84.78	84.94	86.28
Total number of employees in management level (Persons)	27	28	27
Percentage of employees in management level (%)	11.74	11.72	9.75
Total number of employees in executive level (Persons)	8	8	11
Percentage of employees in executive level (%)	3.48	3.35	3.97

Number of male employees categorized by position

	2023	2024	2025
Total number of male employees in operational level (Persons)	40	47	53
Percentage of male employees in operational level (%)	85.11	87.04	85.48
Total number of male employees in management level (Persons)	4	4	6
Percentage of male employees in management level (%)	8.51	7.41	9.68
Total number of male employees in executive level (Persons)	3	3	3
Percentage of male employees in executive level (%)	6.38	5.56	4.84

Number of female employees categorized by position

	2023	2024	2025
Total number of female employees in operational level (Persons)	155	156	186
Percentage of female employees in operational level (%)	84.70	84.32	86.51
Total number of female employees in management level (Persons)	23	24	21
Percentage of female employees in management level (%)	12.57	12.97	9.77
Total number of female employees in executive level (Persons)	5	5	8
Percentage of female employees in executive level (%)	2.73	2.70	3.72

Significant changes in the number of employees

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

Employment of workers with disabilities

	2023	2024	2025
Total employment of workers with disabilities (persons)	0	0	N/A
Percentage of disabled workers to total employment (%)	0.00	0.00	N/A
Total number of employees with disabilities (Persons)	0	0	N/A
Total male employees with disabilities (persons)	0	0	N/A
Total female employees with disabilities (persons)	0	0	N/A
Percentage of disabled employees to total employees (%)	0.00	0.00	N/A
Total number of workers who are not employees with disabilities (persons)	0	0	N/A
Contributions to empowerment for persons with disabilities fund	Yes	Yes	Yes

Information on compensation of employees

Employee remuneration by gender

	2023	2024	2025
Total employee remuneration (baht)	178,291,405.34	214,282,249.26	234,515,357.64
Average of remuneration of employees (Baht/persons)	775,180.02	896,578.45	846,625.84

Information on provident fund management

Provident fund management policy and guidelines

Provident fund management policy and guidelines : No

Implementation of Investment Governance Code for Institutional Investors ("I Code") by Company's Provident Fund Committee : Yes

Participation in provident fund membership

Details of provident fund participation

Number of employees joining in PVD (persons)

	2023	2024	2025
Number of employees eligible to participate in PVD (persons)	224	231	266
Number of employees joining in PVD (persons)	200	204	233
Number of PVD members / Total employees (%)	86.96	85.36	84.12
Number of PVD members / Total eligible employees (%)	89.29	88.31	87.59

Amount of provident fund

	2023	2024	2025
Total amount of provident fund contributed by employer (baht)	2,168,180.00	2,393,973.00	2,423,078.00
Total amount of provident fund contributed by employee (baht)	2,168,180.00	2,393,973.00	2,423,078.00

Summary of employee PVD participation over the past year

Company name	Employees participating in PVD (Yes/No)	Total number of employees (persons)	Number of employees eligible to participate in PVD (persons)	Number of employees joining in PVD (persons)	Number of PVD members / Total employees (%)	Number of PVD members / Total eligible employees (%)
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Company name	Employees participating in PVD (Yes/No)	Total number of employees (persons)	Number of employees eligible to participate in PVD (persons)	Number of employees joining in PVD (persons)	Number of PVD members / Total employees (%)	Number of PVD members / Total eligible employees (%)
Medeze Group Public Company Limited	Yes	277	266	233	84.12	87.59

Policy and guidelines on promoting savings through the provident fund for non-participating employees

Policy and guidelines on promoting savings through the provident fund for non-participating employees (PVD) : Providing education or information on selecting appropriate investment policies

Providing education or information on selecting appropriate investment policies



The company has policies and practices to systematically promote financial discipline and savings among employees through the "Provident Fund" as follows:

1. For new employees, the company organizes an orientation to provide comprehensive information about provident fund benefits, entitlements, and long-term savings guidelines. Upon successful completion of their probation, employees are eligible to apply for the provident fund, with a contribution rate ranging from 2% to 15% of their wages. This encourages employees to start financial planning and build savings discipline from the beginning of their employment.

กองทุนสำรองเลี้ยงชีพ

พนักงานสามารถเลือกเพิ่มสัดส่วนเงินสะสมเข้ากองทุนได้ด้วยตนเอง

อัตราเงินสะสมตั้งแต่ **3%** และสูงสุดไม่เกิน **15%** ของค่าจ้าง

(เป็นการสะสมจากอัตราเงินเดือนฐานปัจจุบัน)

โดยเงินสมทบจากนายจ้างคงอัตราเดิม ตามที่บริษัทกำหนด

ประโยชน์ที่ได้รับ

- เงินออมเพิ่มขึ้นจากเงินเดือนของตนเอง
- ได้รับสิทธิประโยชน์ทางภาษี ตามกฎหมาย
- มีโอกาสได้รับผลตอบแทนจากการลงทุน
- เสริมความมั่นคงทางการเงินในอนาคต

หากมีข้อสงสัยเพิ่มเติม
ติดต่อสอบถามได้ที่ ฝ่ายทรัพยากรบุคคล

MEDEZE (299)

กองทุนสำรองเลี้ยงชีพ พนักงานสามารถเลือกปรับเงินสะสมได้เอง ตั้งแต่ 3-15% ของเงินเดือน (ตามลิงค์แนบ)
<https://forms.gle/bA1v2v7Ax0D5cqwJj6>

ประโยชน์ที่ได้รับ

- เงินออมเพิ่มขึ้น
- ลดหย่อนภาษีได้สูงสุดไม่เกิน 15% ของเงินเดือน
- มีโอกาสรับผลตอบแทนจากการลงทุน
- วางแผนการเงินเพื่ออนาคตและวัยเกษียณ

📌 เริ่มออมวันนี้ เพื่อความมั่นคงในวัยข้างหน้า
สอบถามเพิ่มเติมได้ที่ ฝ่ายทรัพยากรบุคคล 347 (แอด)

ขอบคุณค่ะ

ภาพนี้โพสต์โดย MEDEZE (299) เมื่อวันที่ 17 มี.ค. 2564

2. For permanent employees, the company communicates and publicizes employees' rights to adjust their provident fund contribution rate once a year. The rate can be adjusted within the range of 2% to 15% of their wages. This approach helps employees manage their finances in line with their income situation and life goals at different times, and also supports continuous and sustainable savings. The company focuses on promoting long-term financial security for employees through education, creating savings opportunities, and designing a flexible provident fund system, enabling employees to plan their finances effectively and appropriately for each individual.

Information on employee development

Employee training and development

	2023	2024	2025
Employee development plans as part of annual performance reviews	Yes	Yes	Yes
Average employee training hours (Hours / Person / Year)	37.00	46.00	46.00
Total amount spent on employee training and development (Baht)	555,944.09	347,907.90	505,606.59
Percentage of training and development expenses to total expenses (%) ^(*)	0.001380	0.000682	0.000907
Percentage of training and development expenses to total revenue (%) ^(*)	0.000779	0.000388	0.000619

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

Information on safety, occupational health, and work environment

Number of working hours

	2023	2024	2025
Total number of hours work (Hours)	437,269.00	461,181.00	529,634.00
Total number of hours worked by employees (Hours)	437,269.00	461,181.00	529,634.00

Statistic of accident and injuries of employees from work

	2023	2024	2025
Total number of lost time injury incidents by employees (Cases)	0	0	0
Total number of employees that lost time injuries for 1 day or more (Persons)	0	0	0

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

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

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

Information on promoting employee relations and participation

Employee engagement

	2023	2024	2025
Total number of employee turnover leaving the company voluntarily (persons)	34	44	85
Total number of male employee turnover leaving the company voluntarily (persons)	8	4	12
Total number of female employee turnover leaving the company voluntarily (persons)	26	40	73
Proportion of voluntary resignations (%)	14.78	18.41	30.69
Percentage of male employee turnover leaving the Company voluntarily (%)	23.53	9.09	14.12
Percentage of female employee turnover leaving the Company voluntarily (%)	76.47	90.91	85.88

	2023	2024	2025
Evaluation result of employee engagement	Yes	Yes	Yes

Employee internal groups

Employee internal groups : Yes

Types of employee internal groups : Welfare committee

Responsibility to customers/ consumers

Information on responsibility to customers/consumers policy

Consumer data privacy and protection policy and guidelines

- Consumer data privacy and protection policy and guidelines : Yes
- Consumer data privacy and protection guidelines : Collection of personal data, Use or disclosure of data, Rights of data owners, Security measures of personal data

Responsible sales and marketing policy and guidelines

- Responsible sales and marketing policy and guidelines : Yes
- Responsible sales and marketing guidelines : Marketing communications that respect the law, adhere to relevant regulations, and consider consumer rights.
- Reference link for responsible sales and marketing policy and guidelines :
Page number of the reference link :

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

- Policy and guidelines on communicating the impact of products and services to customers / consumers : Yes
- Policy and guidelines on communicating the impact of products and services to customers / consumers : Prohibition of exaggerated, inaccurate, or misleading marketing claims

Information on customer management plan

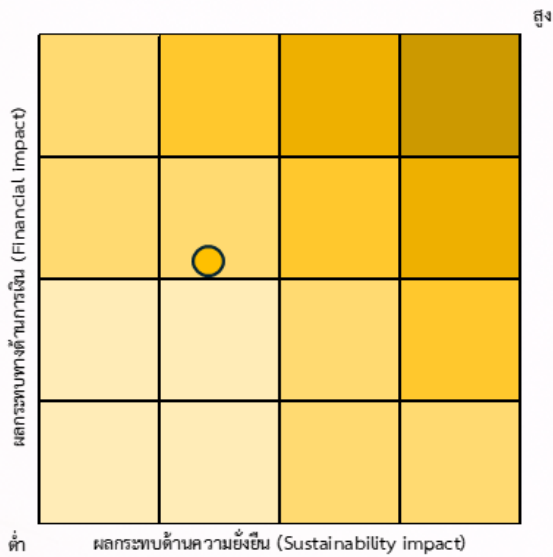
Customer management plan

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

The Company operates in stem cell banking and biopharmaceutical businesses. The protection of health data privacy and health data security are issues of paramount importance to the Company. The data collected is sensitive and involves specific genetic codes. These personal data are classified as Highly Sensitive Data because they are biometric and genetic information that cannot be altered. Any leakage would severely impact privacy and individual rights. The Company is committed to strict compliance with the Personal Data Protection Act (PDPA) by integrating its Enterprise Risk Management (ERM) system, based on the COSO framework, with information technology management to create an effective security system. It focuses on using advanced technologies for data protection, such as high-level data encryption, and preparedness through crisis scenario simulations, as well as integrating AI Governance to oversee

data access and usage in accordance with Bioethics. The security of genetic data is not merely a matter of technical standards for the organization but is the core of Trust, which is a crucial foundation for driving the business towards becoming a sustainable health organization of the future.

ความท้าทายและโอกาสทางธุรกิจ



Operating in the fields of regenerative medicine and biopharmaceuticals necessitates the use of health and biological data, such as medical information, genetic data, and personalized treatment data. This presents challenges in protecting data privacy and security amidst increasingly stringent regulations, such as the Personal Data Protection Act (PDPA), as well as the expectations of service recipients and partners for transparency and trust in data management. This includes risks from cyberattacks, such as data loss, data theft, system destruction, ransomware, data breaches, or the use of data beyond the scope of consent, which could impact the organization's credibility, financial status, business continuity, and long-term competitiveness. The Company transforms these challenges into business opportunities to gain a competitive advantage by elevating its health data governance and security systems to align with international standards. This is a strategic opportunity to differentiate the business, leading to the creation of trust among service recipients, hospitals, partners, and investors, while supporting the expansion of the health ecosystem, the use of digital technology, and the sustainable development of personalized medical innovations. This will ultimately create both health and economic value for stakeholders in the long term and drive sustainable growth on a global stage.

Organizational Direction and Commitment

Commitment to Health Data Privacy Protection

The Company is committed to protecting health data privacy and ensuring health data security as a core principle of responsible business operations. This commitment focuses on strict adherence to the Personal Data Protection Act B.E. 2562 (PDPA) and international standards, covering all forms of data management, including genetic codes, digital medical records, and treatment logs. Respecting patients' data rights is considered honoring the fundamental human rights that all service recipients are entitled to equally and fairly. Furthermore, the Company emphasizes transparency in all processes through a clear Consent Management system, allowing patients to access and review their data according to established regulations, alongside ethical communication and marketing free from privacy violations, to build trust and robust Data Governance, which is a crucial foundation for driving sustainable medical innovation.

Indicators and Goals for Health Data Privacy Protection

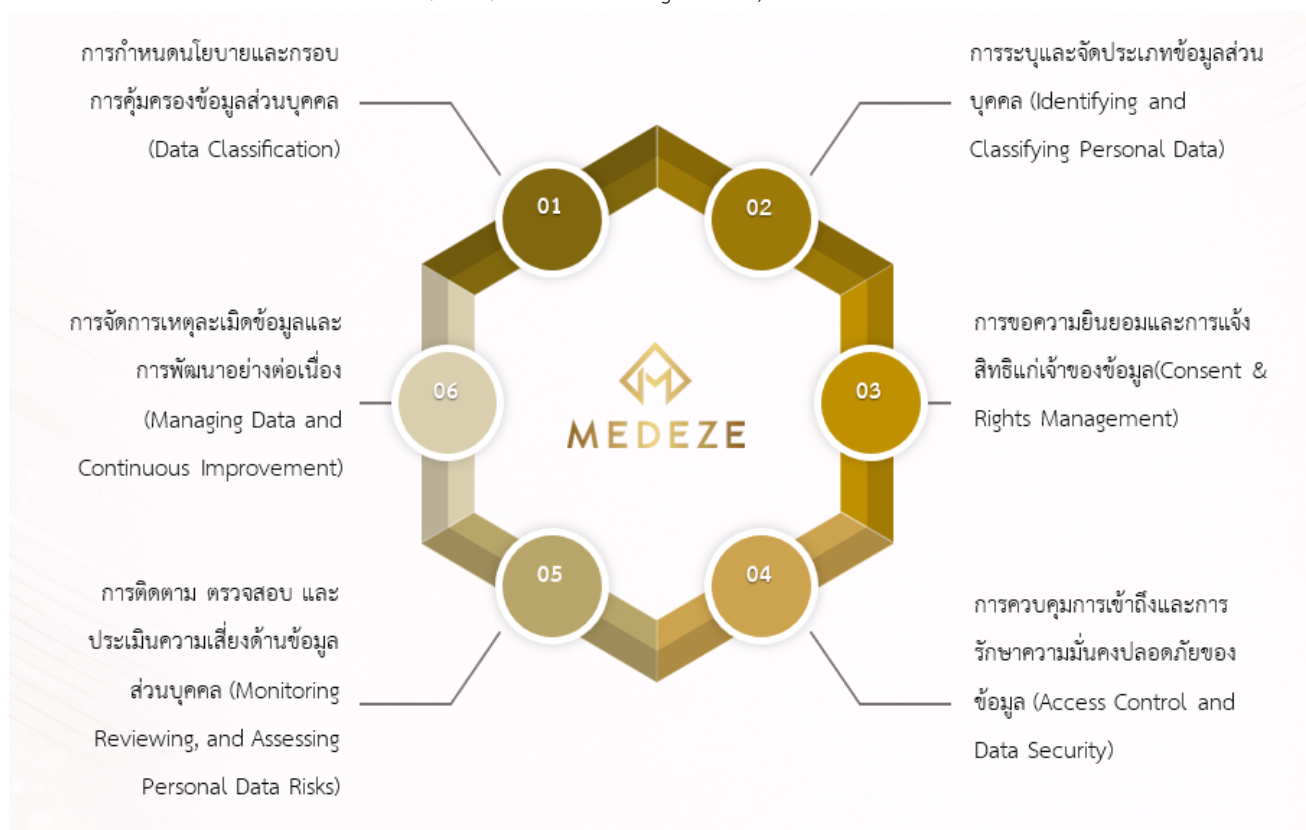
Indicators	Short-term Goals By 2027	Long-term Goals By 2032
Number of data breach incidents	0 cases continuously	0 cases continuously
Number of employees trained in PDPA	100% continuously	100% continuously

Health Data Privacy Protection Management Structure

The Company has established a systematic governance structure for health data privacy protection to build trust among service recipients, stakeholders, and business partners. Roles and responsibilities are divided according to management levels, comprising: 1) Board Level - Oversight: The Board of Directors is responsible for setting direction and overseeing Data Governance policies and effective compliance with the Personal Data Protection Act (PDPA). It monitors quarterly reports on information security incidents and progress to ensure the organization's readiness for all forms of cyber threats. 2) Executive Level - Management: The Executive Committee and Chief Executive Officer are responsible for defining information security policies and strategies in accordance with international standards, allocating resources for the implementation of advanced data encryption technologies and access control systems based on confidentiality levels to protect service recipients' health data. And 3) Operational Level - Implementation: The Information Technology and Management Department plays a crucial role in overseeing and protecting health data, conducting surveillance, auditing, and systematically responding to data security incidents (Incident Response Plan), including managing data subject consent (Consent Management) to ensure that data collection, use, and disclosure comply with legal requirements. Furthermore, the Company emphasizes health data management based on principles of accuracy, transparency, and auditability, with internal control measures and regular audits in place to prevent risks of leakage, unauthorized access, and inappropriate use of data, thereby building sustainable trust among stakeholders regarding personal data protection.

Guidelines for Health Data Privacy Protection Management The Company operates in the biopharmaceutical industry, which directly involves the health data of service recipients and medical diagnostic information, classified as sensitive personal data. Protecting health data privacy and respecting privacy rights are crucial for responsible business operations and form the foundation for building long-term trust in the organization. Therefore, the Company has established a systematic approach to managing health data, covering collection, use, disclosure, and storage, adhering

to principles of transparency, accuracy, and security in accordance with international standards and strict compliance with the Personal Data Protection Act (PDPA) and related regulations, as follows:



1. Integration of Privacy Policy

The Company has established and announced its privacy policy, prioritizing the quality of data protection and security by integrating good corporate governance under a stringent personal data protection system and health information security in accordance with the Personal Data Protection Act (PDPA) to protect the health and personal data of service recipients. It has a clear policy for collecting, using, or disclosing data and has appointed a Data Protection Officer (DPO) to oversee security in compliance with legal standards.

Key Performance Results

The Company prioritizes the protection of health data privacy and security as fundamental factors in building confidence and trust from service recipients. It has continuously developed its data management system to comply with the Personal Data Protection Act (PDPA) and international information security standards. The Company has established guidelines for health data management covering both Health Data Privacy and Health Data Security, strictly adhering to relevant legal requirements and standards.

Goals	Operating Results for 2025
Number of data breach incidents	0 cases
Number of employees trained in PDPA	100%

Results of Continuous Improvement

The Company aims to elevate its governance and sustainability management to align with international standards, thereby building trust among stakeholders and enhancing long-term competitiveness in Good Governance. This involves a focus on strategic management, comprising: 1) Health Data Governance and Oversight, emphasizing Data Governance that encompasses both Health Data Privacy and Health Data Security, maintaining the highest standards for the confidentiality and security of service recipients' biological data; and 2) Driving Responsible Innovation and Technology, with plans to apply advanced technologies and artificial intelligence to enhance operational efficiency and

accuracy, as well as strategic decision-making, adhering to principles of ethics, transparency, and accountability in technology use, alongside establishing cutting-edge cybersecurity infrastructure to prevent risks and strictly protect personal data rights.

Information on setting customer management goals

Setting customer management goals

Does the company set customer management goals : Yes

Details of setting customer management goals

Target(s)	Indicator(s)	Base year(s)	Target year(s)
• Protection of customer personal information	Number of Data Breach Incidents	2025: 0 Cases	2027: 0 Ongoing Cases
• Protection of customer personal information	Number of employees trained in PDPA	2025: 100 percent	2027: 100% continuously

Information on performance and results of customer management

Performance and outcomes of customer management

Performance and outcomes of customer management : No

Customer satisfaction

	2023	2024	2025
Evaluation results of customer satisfaction	Yes	Yes	Yes

Channels for receiving complaints from customers/consumers

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

Telephone : 091599 9999

Fax : -

Email : info@medezegroup.com

Company's website : <https://www.medezeegroup.com>

Address : 4 Road, Krathum Lom Subdistrict, Sam Phran District,

Nakhon Pathom 73220, Thailand

Responsibility to community/ society

Information on community development and engagement policies

Community development and engagement policies

Community development and engagement policies : Yes

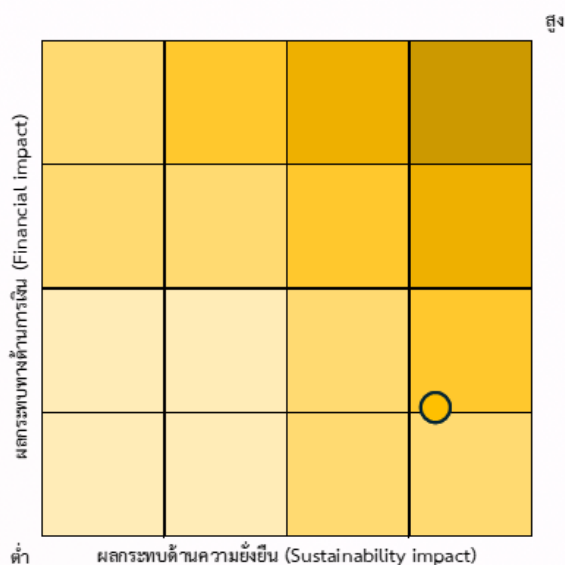
Information on community and social management plan

Community and social management plan

Company's community and social management plan : Yes

Community and social management plan : Employment and professional skill development, implemented by the company over the past year Education, Occupational health, safety, health, and quality of life, Disadvantaged and vulnerable groups

Social engagement and development are designed as an integral part of the sustainable growth strategy, linking the organization's role as a developer of advanced medical technology with the long-term needs of society and the healthcare system. This is achieved through fostering collaboration with medical agencies, research institutions, communities, and strategic partners to jointly enhance access to quality healthcare services that meet international standards. The Company focuses on Value Creation in both social and economic dimensions, supporting the development of knowledge in Quality longevity and biomedical technology, coupled with promoting a correct understanding of medical innovation in wider society, leading to sustainable Value Delivery to customers, families, and communities, while fostering trust, transparency, and long-term relationships with stakeholders, as a leader in the future of health in the region.



The advanced medical and biopharmaceutical industry operates under increasing societal expectations regarding transparency, ethics, and access to quality healthcare services. The organization's ability to build good relationships and trust with society is therefore a structural factor influencing long-term sustainability and international brand credibility. The Company considers social engagement and development issues significant in both the dimension of impacts the business receives from external contexts and the dimension of impacts the business has on society and the healthcare system. Integrating social engagement and development issues into organizational strategy is thus a crucial mechanism for fostering stable, transparent, and sustainable growth, alongside the organization's role as a leader in Healthy Longevity at regional and international levels. This involves designing systematic and continuous engagement that

facilitates knowledge exchange, develops innovations that meet societal needs, and strengthens positive impacts on people's quality of life, including emphasizing stakeholder engagement, managing positive social impacts, and responsibility towards the healthcare system. The ability to create shared value with society is therefore an opportunity to enhance brand image and competitive advantage.

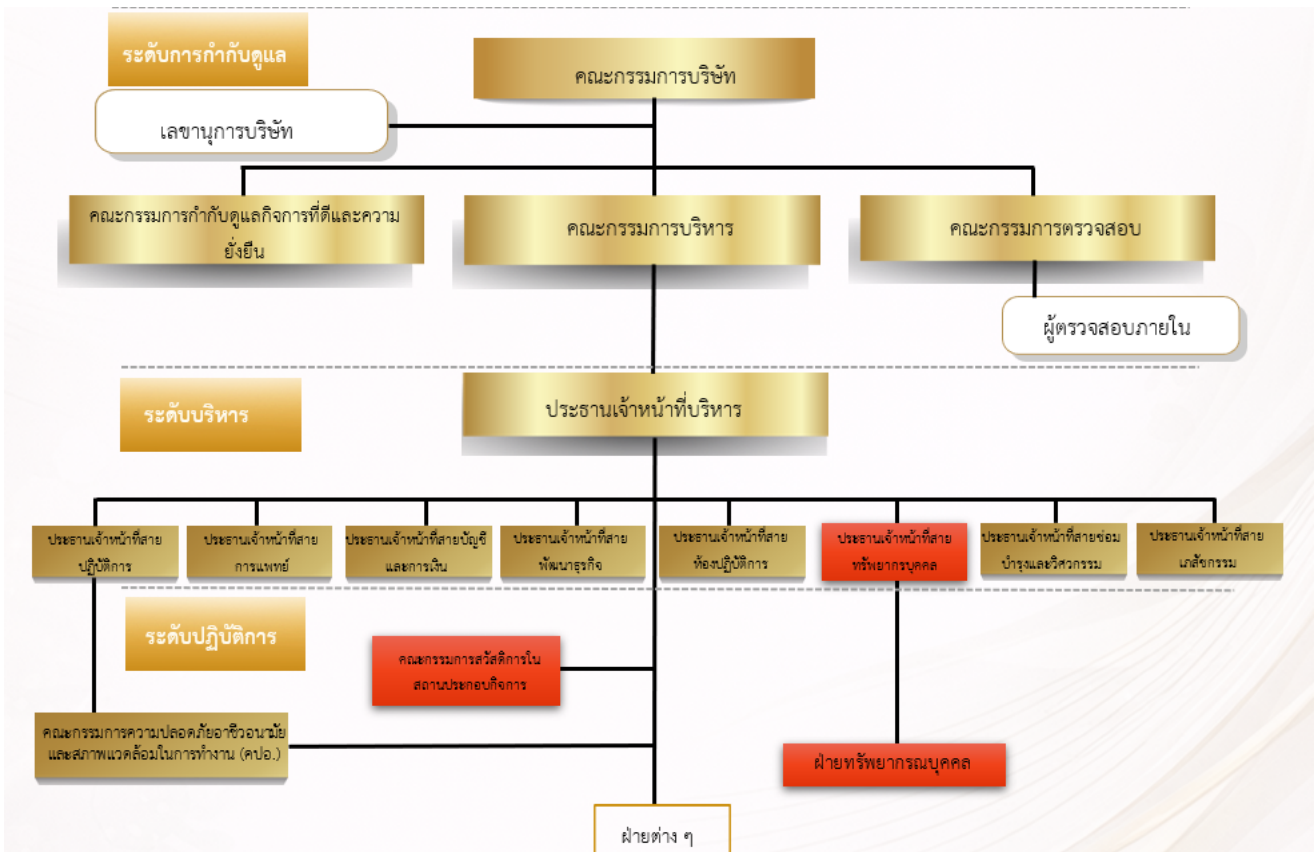
Organizational direction and commitment

Commitment to social engagement and development

The Company focuses on elevating the green industry throughout its business value chain by reducing environmental impact and efficiently utilizing resources to create a balance between economic development, environmental care, and enhancing the quality of life in society. This is a crucial part of supporting sustainable development, leading to a transition towards a Green Economy. The Company responds to the expectations and needs of stakeholders in reducing environmental impact, supporting efficient resource utilization, preventing population health risks, creating economic sustainability, supporting environmental laws and policies, and strengthening collaboration among organizations, communities, and society to align with rapidly changing current situations. This is achieved by delivering value to society through local employment, local procurement, promoting local economies, and improving the quality of life for local people by providing vocational knowledge, coupled with jointly addressing various social and environmental issues. This is based on the principle of fostering engagement and building relationships with employees and stakeholders through business operations that benefit society at large and create shared value in economic, social, and environmental dimensions, leading to improved well-being and enhanced quality of life for people in society, which is a fundamental basis for sustainable development and long-term national growth.

Social Engagement and Development Management Structure

The Company has established a systematic governance structure for social engagement and development. This governance encompasses operations aimed at creating shared value between the organization and society, concretely linking the organization's capabilities and resources with the needs of communities and the healthcare system through the design and implementation of projects that address the long-term enhancement of quality of life and well-being. Roles and responsibilities are divided by management level, comprising: 1) Board Level Oversight by the Board of Directors, which is responsible for setting the direction of operations, social engagement, and development, and overseeing through the Good Corporate Governance and Sustainability Committee; 2) Executive Level Management by the Executive Committee and Chief Executive Officer, who are responsible for setting policies and driving them into practice by defining strategies, action plans, and indicators related to social development and stakeholder engagement, as well as monitoring performance to meet set goals; and 3) Operational Level Implementation, where various departments within the organization are responsible for implementing social projects and activities in line with the Company's policies and plans, including regularly reporting performance to relevant executives and the Executive Committee. The Company continuously monitors and evaluates performance to ensure that social engagement and development activities yield tangible results and create sustainable shared value with stakeholders.



Guidelines for social engagement and development management

Guidelines for creating shared value

The Company aims to build sustainable relationships with stakeholders through systematic, transparent engagement processes that align with the organization's role in the future medical industry. This is based on principles of two-way communication, empathetic listening, and developing innovations that meet societal needs alongside business growth.

Responsible communication

Communicate information regarding advanced biomedical technology, longevity services, and business practices transparently, completely, and understandably to build trust among patients, customers, investors, regulatory bodies, and society, with a strong emphasis on academic accuracy and medical ethics.

Information support

Continuously prepare scientific data, certification standards, and ESG performance results to foster a correct understanding of precision medical innovation, the storage and utilization of stem cells, and the role of technology in enhancing long-term quality of life.

Consultation and advice

Provide a platform for feedback and suggestions from stakeholders, including medical experts, research institutions, business partners, and communities, to develop products and services that align with actual needs, as well as to improve operational processes to be safe, ethical, and compliant with international standards.

Engagement

Establish strategic collaborations with hospitals, educational institutions, research agencies, and health networks to jointly develop knowledge, innovations, and accessible service systems, while supporting activities that enhance health awareness and Longevity in wider society, as follows:



Community development and sustainable social value creation

The Company focuses on utilizing its business potential and resources to drive growth and enhance community well-being, based on Creating Shared Value (CSV) through collaboration with communities to sustainably address needs and reduce social inequality. This includes supporting job creation and income distribution to communities and local residents through employment or recruitment of skilled local personnel, as well as promoting local procurement. The aim is to distribute income, enhance career opportunities, and increase financial stability for local people. Such operations are considered Community Investment, where the Company does not seek immediate financial returns but creates shared value between the organization and stakeholders, laying the foundation for sustainable and strong social development in the long term.

Corporate Social Responsibility

The Company is committed to conducting business that grows alongside creating value for society, aiming to enhance the quality of life and well-being of the public through strategies that promote collaboration with government research agencies, hospitals, and public health institutions to integrate knowledge and resources. Additionally, it establishes a Sandbox for health research to serve as a platform to demonstrate the potential of Stem Cells in treating future diseases and to drive sustainable health development.

The organization has set a goal by 2025 to support medical equipment, educational devices, and scientific instruments to 5 government agencies to enhance learning capabilities and provide higher quality healthcare services. This approach not only reflects social responsibility as a leading biotechnology organization but also builds confidence among investors, customers, and stakeholders that the organization is ready for stable growth, coupled with creating sustainable benefits for the community and society as a whole.

Operational plan

Aims to enhance the quality of life and well-being of the public through collaboration with government and public health agencies, as well as to elevate learning and healthcare service quality to international standards, enabling the implementation of the defined 7 operational steps, which include:

1. Survey needs from government agencies
2. Coordinate with hospitals, universities, and research institutions
3. Compile a list of necessary tools and equipment
4. Prepare a support budget plan according to equipment type
5. Procure, acquire, and verify equipment readiness
6. Deliver to all 5 locations and prepare a delivery activity log
7. Summarize results and monitor the utilization of supported equipment

Information on setting of community and social management goals

Setting of community and social management goals

Does the company set community and social management goals : No

Information on outcomes and results of community and social management

Performance and outcomes of community and social management

Performance and outcomes of community and social management : Yes

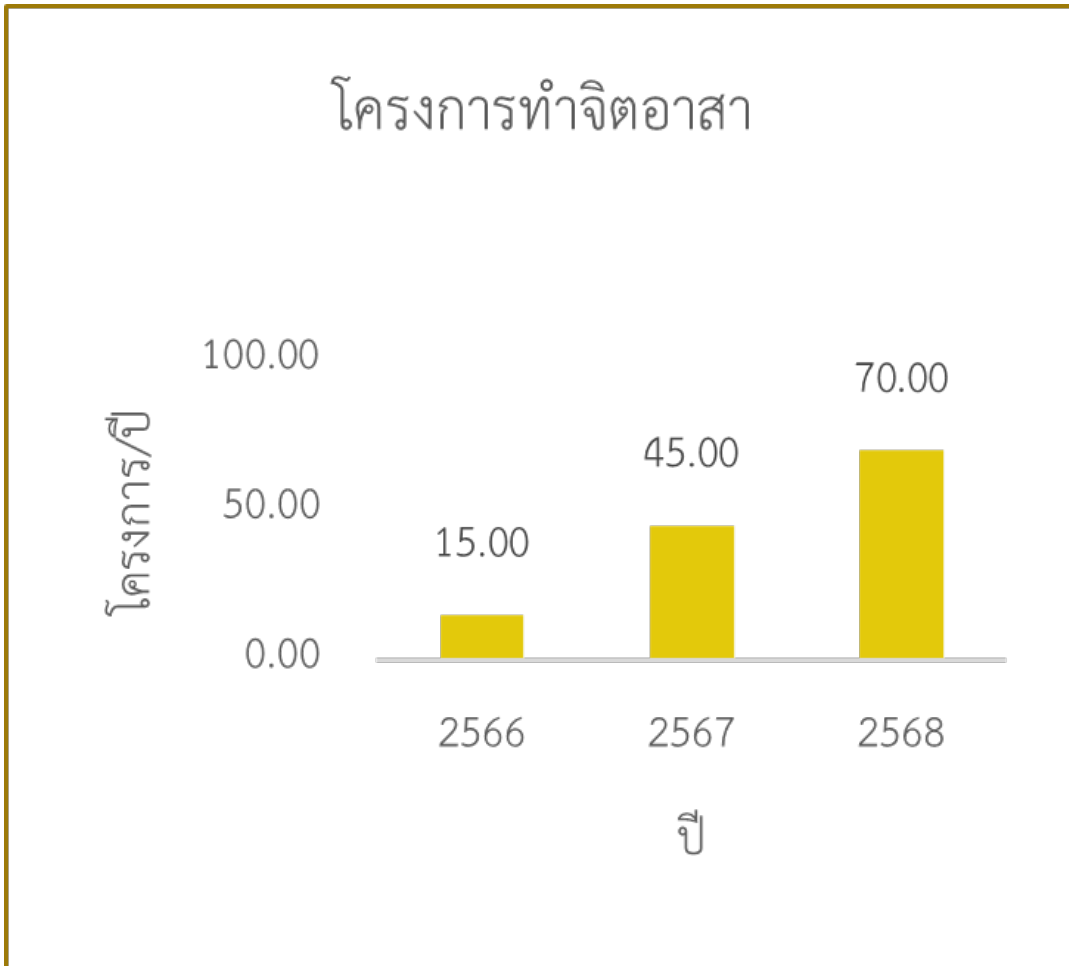
Key Performance Results

The company aims to create shared value between business and society (Creating Shared Value) through systematically setting indicators and targets linked to organizational growth, while continuously monitoring and evaluating performance to enhance efficiency and expand positive impacts in both social and economic dimensions. In 2025, the company continuously implemented social engagement and development projects, successfully carrying out 70 volunteer projects per year, exceeding the target of 40 projects, supporting registered non-profit organizations with 50 million baht per year, and allocating a social investment budget of 100 million baht per year, including health promotion projects benefiting 150 people per year, with a local employment ratio of 41%. This reflects the commitment to creating sustainable shared value with society, demonstrating the efficiency in driving projects and the ability to expand operational results more comprehensively, as detailed in the indicators and performance results below.

Indicators	Short-term Goals By 2028	Operational Results Year 2025
Number of Volunteer Projects	20 projects per year, ongoing	70 projects per year
Number of Community Support Projects	40 projects per year, ongoing	70 projects per year
Amount Donated to Registered Non-Profit Organizations	30 million baht per year, ongoing	50 million baht per year
Budget for Community Investment	100 million baht per year, ongoing	100 million baht per year
Number of Beneficiaries from Health Promotion Projects	150 people per year, ongoing	150 people per year
Local Employee Employment Ratio	35% ongoing	41%

Volunteer Projects

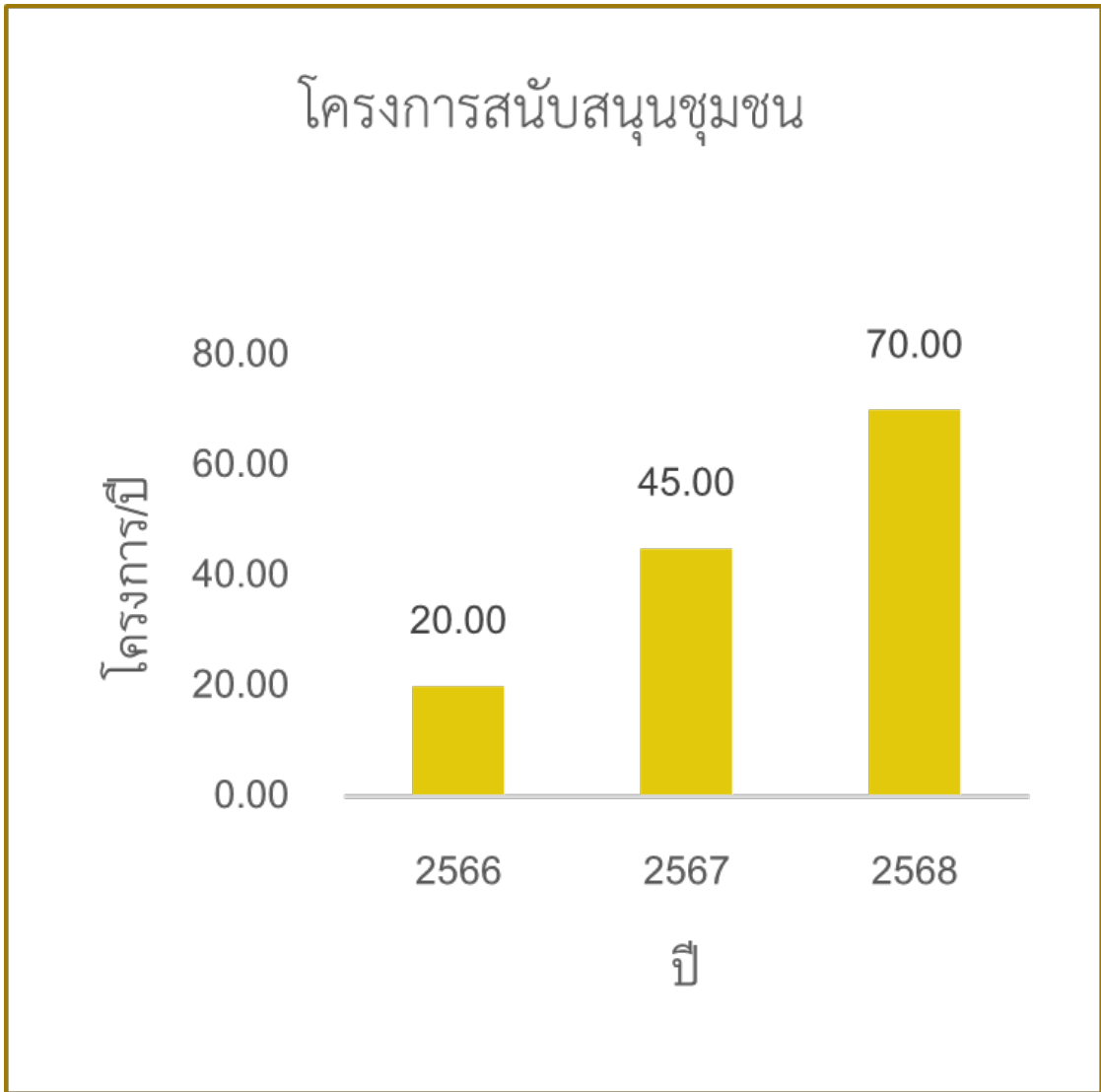
The company emphasizes social engagement and responsibility through continuously implementing volunteer projects and promoting employee participation in activities beneficial to the community and society. The number of volunteer projects significantly increased from 15 projects in 2023 to 45 projects in 2024 and 70 projects in 2025, demonstrating continuous operational expansion and an elevated role of the organization in creating broad societal benefits.



Community Support Projects

The company prioritizes community development alongside business operations, continuously implementing community support projects to improve the quality of life and create benefits for surrounding areas. The number of

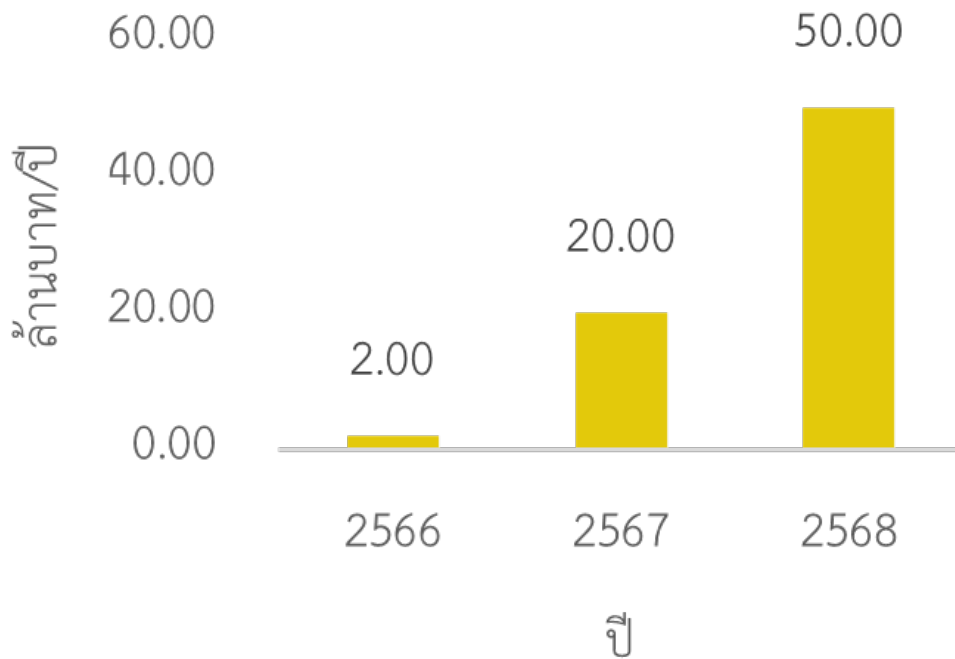
community support projects has continuously increased from 20 projects in 2023 to 45 projects in 2024 and 70 projects in 2025, demonstrating the company's commitment to expanding its social operations and continuous community engagement, creating a broad positive impact on the community, which is a crucial part of driving the organization towards sustainable growth.



Donations to Non-Profit Organizations

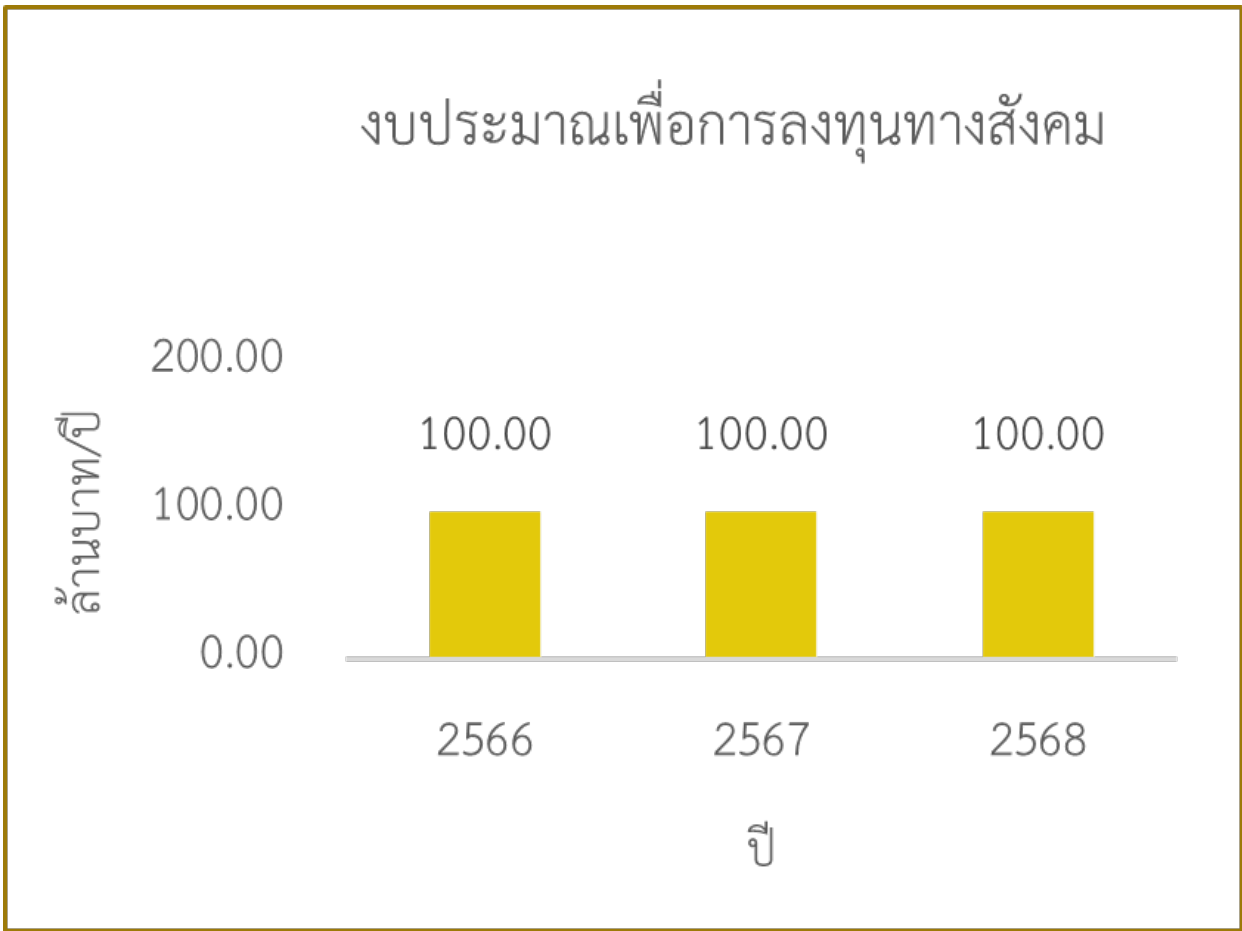
The company aims to conduct business alongside sustainable social responsibility, with a policy to support legally registered charitable and non-profit organizations in improving the quality of life for people in society. The financial support provided to non-profit organizations has continuously increased from 2 million baht in 2023 to 20 million baht in 2024 and 50 million baht in 2025, exceeding the set target of 30 million baht, in reducing inequality and creating long-term social stability. This is a crucial mechanism for driving the organization's stable growth based on trust and responsibility towards the community and society as a whole.

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Social Investment Budget

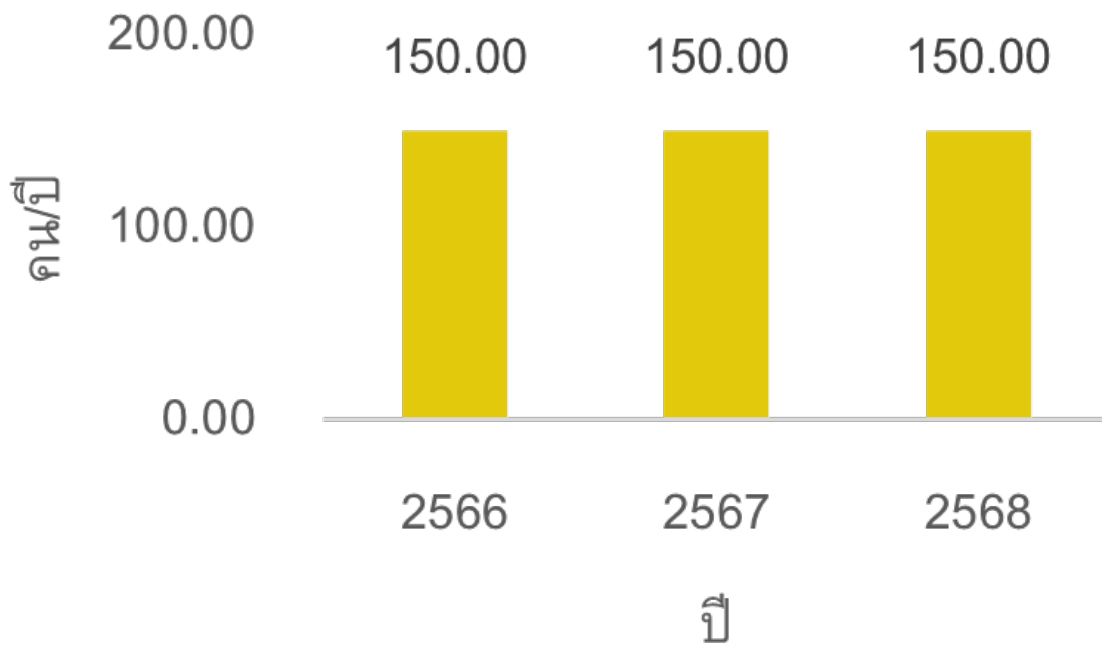
The company focuses on social development and creating shared value for society, allocating a social investment budget of 100 million baht annually since 2023. This budget support for social development projects is considered a sustainable improvement in the quality of life and well-being of the people, aligning with MEDEZE's mission to drive the health innovation economy and promote sustainable quality of life.



Health Beneficiaries

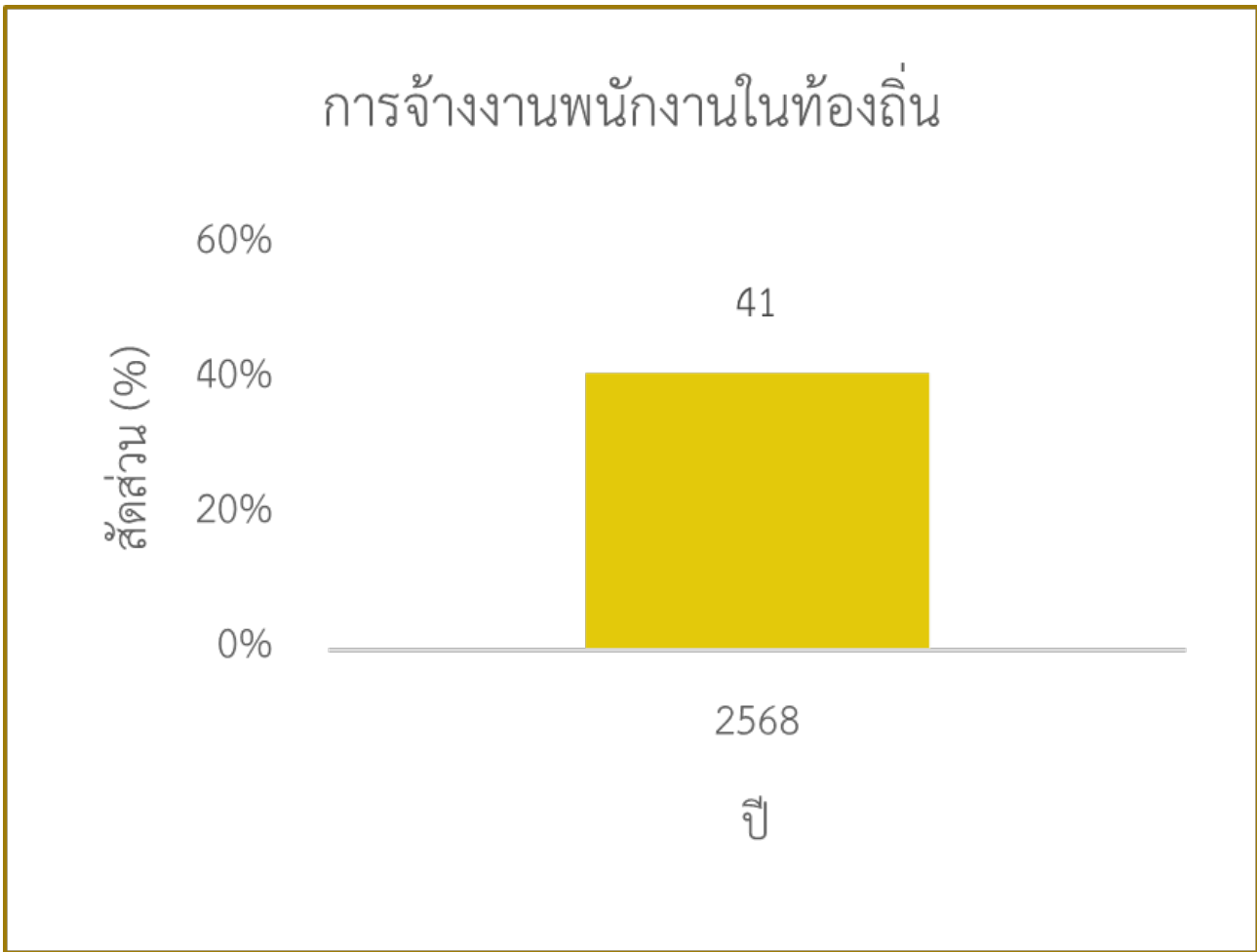
The company aims to improve the quality of life in communities through continuous health promotion projects since 2023 under the concept of Creating Shared Value. The company is able to deliver benefits to 150 people in the community comprehensively and consistently each year. The management of health promotion projects is considered a foundation for good health and well-being for the community and society as a whole, aligning with MEDEZE's operational direction in driving health innovation alongside social responsibility.

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Local Employee Employment

The company prioritizes local employment as a part of driving the grassroots economy, reducing inequality, and eradicating poverty. In 2025, the company developed a local employment ratio indicator in Nakhon Pathom province, which stands at 41%. The operation of the local employee employment project is part of the Creating Shared Value approach, linking business growth with income distribution to the community, leading to the enhancement of sustainable relationships with the community and helping to create economic stability for local people, in line with MEDEZE's mission to grow sustainably alongside Thai society.



Continuous Improvement Outcomes

The company aims to operate sustainable social development in the social dimension, covering human resource management and community engagement. Regarding human resource management, the company emphasizes continuous development of employee potential, promotion of a suitable working environment, and fostering employee commitment to the organization, enabling personnel to work efficiently and grow with the company. In terms of social development participation, the company continuously supports social activities and employee volunteer activities to encourage employee involvement in community and social development, leading to the creation of sustainable value and positive impact. For future social development approaches, the company will continuously assess positive impacts in line with international standards to support long-term sustainable business operations based on creating shared value between the organization and society. Past performance shows that volunteer projects have significantly exceeded set targets, demonstrating a commitment to promoting employee participation and creating a broad positive impact on the community. Furthermore, the company consistently maintains its social investment budget according to targets, while continuously delivering benefits from health promotion projects to the community every year. Concurrently, the value of donations to registered non-profit organizations has consistently grown beyond the set targets.

Corporate Social Responsibility

The company conducts its business with social responsibility, participating in assistance and quality of life development. Details of its social activities are as follows:

1. The company participated in donating essential items such as baby diapers, baby powder, toothpaste, and cleaning supplies to Phayathai Babies' Home in Pak Kret District, Nonthaburi Province, to support the care of underprivileged young children from infancy to 6 years old, numbering over 200, who are under the care of the home

while suitable new families are being sought. This activity reflects the company's commitment to participating in creating opportunities for quality growth for children by supporting essential factors for their physical and mental well-being and development, as part of continuously conducting business alongside social responsibility.

2. The company participated in donating essential items such as baby diapers, baby powder, toothpaste, and cleaning supplies to Phayathai Babies' Home in Pak Kret District, Nonthaburi Province, to support the care of underprivileged young children from infancy to 6 years old, numbering over 200, who are under the care of the home while suitable new families are being sought. This activity reflects the company's commitment to participating in creating opportunities for quality growth for children by supporting essential factors for their physical and mental well-being and development, as part of continuously conducting business alongside social responsibility.

3. The company participated in donating essential items such as baby diapers, baby powder, toothpaste, and cleaning supplies to Phayathai Babies' Home in Pak Kret District, Nonthaburi Province, to support the care of underprivileged young children from infancy to 6 years old, numbering over 200, who are under the care of the home while suitable new families are being sought. This activity reflects the company's commitment to participating in creating opportunities for quality growth for children by supporting essential factors for their physical and mental well-being and development, as part of continuously conducting business alongside social responsibility.

4. The company emphasizes its involvement in sustainable community and social development. Dr. Weerapol Khemarangsarn, Chief Executive Officer, represented the company in donating essential consumer goods such as powdered milk, boxed milk, rice, and various necessary items to Rangsit Babies' Home, Pathum Thani Province, in collaboration with Zoom Business News, on the occasion of the news agency's 4th anniversary. The objective of this activity is to support the quality of life and appropriate living conditions for children under the care of the home, which includes over 190 children from birth to 6 years old. The company recognizes the importance of participating in promoting opportunities and improving the quality of life for youth, which is a fundamental basis for sustainable social development. This joint donation of essential items reflects the company's commitment to giving back to society through support that aligns with the needs of agencies and target groups, as well as promoting quality and sustainable social growth. The company has also been part of activities beneficial to society and continues to affirm its intention to be an organization that conducts business responsibly, continuously creating value for stakeholders and society as a whole.

5. The company participated in the "Casting of the Principal Buddha Image" ceremony for 2025 at Wat Kalayanee Songtham, Nakhon Pathom Province, to help preserve Buddhism and make a Buddhist offering. The company and its participants jointly organized merit-making activities and collected donations totaling 1,435,999.88 baht for the casting of the principal Buddha image. This activity reflects the company's commitment to conducting business while creating value for society, not only focusing on developing medical innovations to improve people's quality of life but also emphasizing participation in maintaining religion and continuously preserving social and cultural values.

6. The company participated in delivering consumer goods and essential items such as drinking water, milk, dried food, snacks, sanitary pads, and other necessary items to assist people affected by floods in Hat Yai District, Songkhla Province, and surrounding provinces. These were distributed through central distribution points to ensure quick and comprehensive assistance, reflecting the company's commitment to continuously alleviating the suffering of communities and society during crises.

7. The company emphasizes its involvement in assisting society during crises. Dr. Weerapol Khemarangsarn, Chief Executive Officer, assigned the company to urgently prepare necessary medicines and medical supplies to support medical treatment and alleviate the suffering of people in Hat Yai District, Songkhla Province, affected by the flood situation. These supplies were dispatched to public health agencies and medical facilities in the affected areas, including Tha Chang Sub-district Health Promoting Hospital, Bangkok Hospital Hat Yai, the temporary field hospital at Southern International School Hat Yai (SIH), mobile medical units, and field hospitals of the Satun Provincial Public Health Office, to support timely access to medical care during emergency situations. This reflects the company's

commitment as a healthcare organization that recognizes its role and social responsibility in supporting essential medical resources to mitigate the impact of disasters, enhance the operational capabilities of medical personnel, and jointly restore the quality of life for people to return to safe living as quickly as possible.

8. The company supported the charity golf tournament "Phutthamonthon People Don't Leave Each Other Behind," organized by the Phutthamonthon People Fund, to raise funds for the construction of a new outpatient building at Phutthamonthon Hospital, Nakhon Pathom Province. The planned building will be a 3-story structure, comprising 5 outpatient examination rooms, 4 OPD examination rooms, a procedure room, and a registration room on the 1st floor; a dental room on the 2nd floor; and 20 inpatient rooms on the 3rd floor, to accommodate the continuously increasing number of service users. This activity reflects the company's commitment to conducting business while creating value for society through participation in supporting public health projects and promoting sustainable access to quality public health services for the Thai people.

9. The company welcomed executives and students from the KH Academy Prep for Investment Analyst program, 4th cohort, on their visit to observe and study stem cell storage innovation and modern medical technology at the headquarters on Phutthamonthon Sai 4. The company shared knowledge about stem cell storage, research and development of cell therapy for chronic diseases, as well as concepts for sustainably improving the quality of life. This reflects the company's commitment to promoting learning, inspiring young people, and supporting the development of personnel with potential for the growth of the health industry and future investment.

10. The company welcomed faculty members and students from the National Institute of Development Administration (NIDA), as well as a team from Mitihoon News Agency, on their visit to observe and study the stem cell banking business at the headquarters of Medeze Group Public Company Limited, Phutthamonthon Sai 4. Executives delivered a special lecture on stem cell industry trends, biotechnological medical technology, and the company's business direction, along with a tour of internal operations, to provide participants with the opportunity to learn real-world processes and exchange academic and business perspectives. This reflects the company's commitment to promoting learning, developing new personnel, and building understanding of advanced medical innovation to jointly support the sustainable development of the country's health industry.

11. The company welcomed students and teachers from the MWIT-Thammasat University-SGR Faculty of Science and Technology project on their participation in science and medical technology experience-enhancing activities at the headquarters on Phutthamonthon Sai 4. The company organized activities under the theme "Innovation and Technology for Sustainable Health Development" to share knowledge about stem cell technology, immune cells, hair follicle cells, and approaches to extending scientific work into business development, along with providing opportunities for participants to exchange ideas and learn both theoretical and practical aspects from the company's experts. This reflects the company's commitment to sharing knowledge, supporting the development of potential in youth and new personnel, and promoting collaboration with educational institutions to jointly enhance the country's capabilities in health science and medical innovation sustainably.

12. The company participated in a special lecture on "In-depth Look at Listed Companies" at the "Stock Market Rally: Prepare for the Great Crisis, Read the World's Game" seminar at Mahisorn Hall, Siam Commercial Bank Headquarters. Dr. Weerapol Khemarangsarn, Chief Executive Officer, represented the company to share insights on the trends and growth direction of the future healthcare business, which remains one of the industries attracting global investor interest amidst volatile economic conditions. He emphasized the importance of preventive healthcare, anti-aging, and cell therapy innovations. This participation reflects the company's potential in operating advanced medical businesses and reinforces its role in driving the healthcare industry to be a key mechanism of the Thai economy, in terms of investment opportunities, sustainable growth, and elevating the country to become a health economic hub in the Asian region.

13. The company welcomed analysts and investors from CGS International (Thailand) Co., Ltd. and Kiatnakin Phatra Financial Group on their visit to observe the business and receive an overview of its operations at the headquarters on Phutthamonthon Sai 4. The company shared information regarding NK Cell immune cell storage. Stem Cell Storage (Stem Cell) and led a visit to the certified standard laboratory, which reflects the company's commitment

to transparent information communication, building correct understanding for investors, and continuously fostering confidence in the company's business potential and service standards.

14. The company welcomed a group of customers from IFCG on the occasion of attending a lecture on NK Cell immune cells. ready to undergo NK Test trials at Wana Longevity Clinic (Bangsaen), where the company shared in-depth knowledge about NK Cell immunity assessment technology. holistic healthcare approaches and precise in-depth analysis to promote understanding of new medical trends. This activity was co-hosted by Dr. Pornpitak Tangjitnob, Chairman of the Executive Board, and Mr. Pornpol Tangjitnob, Chief Executive Officer of Wana Longevity (Bangsaen) Co., Ltd., reflecting the company's commitment to promoting knowledge in medical innovation and preventive healthcare to continuously improve the quality of life for service users.

15. Dr. Weerapol Khemarangsarn, Chief Executive Officer, Mr. Pipat Pisnuwongrak, Chief Accounting and Financial Officer, MEDEZE Treasury PTE. LTD. Ms. Danita Pitaknetikul, Chief Business Development Officer, Medeze Group Public Company Limited, or MEDEZE welcomed the CSI Investment Institute, led by Dr. Weerapong Chutipatt, Director of the CSI Investment Institute (CSI Investment Institute) on the occasion of visiting the business and providing an overview of the business, where they received information on NK Cell immune cell storage and stem cell storage. (Stem Cell) and visited the certified standard laboratory at Medeze Group Public Company Limited Headquarters, Phutthamonthon Sai 4.

Diagram of performance and outcomes in community and social management











Benefit from implementing social development project

Financial benefits

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

Non-financial benefits

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

Expenses from social and environmental development project

	2023	2024	2025
Total financial contribution to community/social development projects or activities (Bath)	0.00	13,374,042.76	1,915,000.00
Percentage of financial contribution for community/social development projects or activities to total expense (%) ^(*)	0.000000	2.621663	0.343610
Percentage of financial contribution for community/social development projects or activities to total revenue (%) ^(*)	0.000000	1.490608	0.234272

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

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

ESG Performance

Company Name : Medeze Group Public Company Limited Symbol : MEDEZE

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

Corporate Governance Policy

Information on overview of the policy and guidelines

Corporate governance policy and guidelines

Corporate governance policy and guidelines : Yes

The Company recognizes the importance of good corporate governance, which will bring maximum benefits to the Company, shareholders, and other stakeholders, for the following reasons:

Therefore, the Company has approved the adoption of the Principles of Good Corporate Governance for Listed Companies 2017 ("Principles of Good Corporate Governance 2017"), which can be divided into 8 practices, as detailed below:

1. Recognize the roles and responsibilities of the Board of Directors as organizational leaders who create sustainable value for the enterprise
2. Define the enterprise's main objectives and goals for sustainability
3. Strengthen an effective Board of Directors
4. Recruitment and development of senior executives and human resource management
5. Promote innovation and responsible business operations
6. Ensure appropriate risk management and internal control systems
7. Maintain financial credibility and information disclosure, and
8. Support shareholder engagement and communication

The Company's Principles of Good Corporate Governance have been established in accordance with the Principles of Good Corporate Governance 2017 to serve as a guideline for the Board of Directors, who are the leaders and ultimately responsible for the Company. These Principles of Good Corporate Governance outline the roles, duties, and responsibilities of the Board of Directors in creating sustainable long-term value for the enterprise. The value created not only benefits the Company but also its shareholders, stakeholders, the capital market, and society as a whole.

Policy and guidelines related to the board of directors

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

Guidelines related to the board of directors : Nomination of directors, Determination of director remuneration, Independence of the board of directors from the management, Director development, Board performance evaluation, Corporate governance of subsidiaries and associated companies

Nomination of directors

Mediz Group Public Company Limited ("the Company") recognizes the importance of nomination and remuneration to ensure the company's operations adhere to good corporate governance principles. Therefore, the Board of Directors established the Nomination and Remuneration Committee to support the Board's operations, monitor the nomination and performance evaluation of directors, and prepare a succession plan for the Managing Director, and

executives. Additionally, to support work related to annual performance evaluations, including remuneration for executive directors and employees.

Methods for Nomination and Remuneration of Directors

1. Consider criteria and processes for nominating suitable individuals to serve as directors in alignment with the company's business strategies. This involves preparing a Board Skill Matrix for nomination purposes, as well as selecting individuals according to established nomination processes, such as considering names and profiles of nominees from the previous Board, providing opportunities for shareholders to nominate directors, considering the use of external consulting firms, or considering individuals from professional director registries, etc.

origin, expertise, and specific competencies required on the Board of Directors, as well as their contribution to the company's benefits, and to submit opinions to the Board of Directors.
2. Establish programs for the development of directors and senior executives, and a succession plan for senior executives (Succession Plan), and review such programs and plans annually.
3. Oversee the orientation of new directors to ensure they understand their roles, duties, and responsibilities, and provide information regarding the company's policies, business nature, and relevant environmental considerations.
4. Establish training and development plans for current directors to enhance their knowledge and expertise, suitable for external situational changes and continuous sustainable company development, both in business operations and corporate governance. This also includes reviewing whether the current Board of Directors lacks any critical skills, knowledge, or expertise in specific areas according to the defined Director Skill Matrix, in order to select appropriate necessary training courses for director development.
5. Recommend methods for evaluating the performance of the Board of Directors and various sub-committees, reviewing them annually. This may include considering the use of external consultants, as well as monitoring and summarizing evaluation results for the Board of Directors to improve operational efficiency and enhance the knowledge and capabilities of the company's directors.
6. Perform other duties as deemed appropriate and assigned by the Board of Directors. In performing duties within its scope, the Nomination and Remuneration Committee has the authority to summon relevant management or employees to provide opinions, attend meetings, or submit necessary documents. Furthermore, in performing duties under the scope of its charter, the Nomination and Remuneration Committee may seek advice from independent external consultants or other professional experts if deemed necessary and appropriate.

Determination of director remuneration

1. To consider the criteria for the payment and structure of remuneration for directors and senior executives, and to propose recommendations to the Board of Directors.

monetary and non-monetary forms, benchmarked against leading companies in the same industry, past performance, experience, duties, scope of roles and responsibilities, business expansion, financial position, company performance, and alignment with the company's long-term strategies and goals. This is to create incentives for management and to retain directors and high-quality senior executives. The remuneration for senior executives is subject to approval. As for the remuneration of directors, the Board of Directors will propose it to the shareholders' meeting for annual approval.
2. Evaluate the remuneration of senior executives in alignment with their performance by utilizing evaluation goals and criteria linked to both short-term and long-term strategic plans and objectives.
3. perform other duties as deemed appropriate and assigned by the Board of Directors within the scope of their responsibilities. The Nomination and Remuneration Committee has the authority to summon management or relevant employees to provide opinions, attend meetings, or submit necessary documents. Furthermore, in performing its duties under the scope of its charter, the Nomination and Remuneration Committee may seek advice from independent external consultants or other professional experts if deemed necessary and appropriate.

However, in order to comply with good corporate governance principles, the Board of Directors resolved to

propose the directors' remuneration at the Annual General Meeting of Shareholders and stipulated that the agenda item for directors' remuneration be submitted for approval annually. The Annual General Meeting of Shareholders for 2025, held on April 25, 2025, approved directors' remuneration and bonuses not exceeding 3,900,000 Baht, which is the same rate as in previous years.

Independence of the board of directors from the management

The Company has measures to balance power between the Board of Directors and management by having more than half of its directors as independent directors, specifically 6 independent directors out of a total of 11 directors. The Chairman of the Board and the Chief Executive Officer are not the same person, and the Chairman of the Board is an independent director, to ensure clear segregation of duties and operations. Furthermore, they are not directors authorized to sign on behalf of the Company, nor are they employees, staff, or consultants who receive regular salaries from the Company / its subsidiaries, associated companies, or major shareholders. They are not directors assigned to be responsible for the normal business operations of the Company / its subsidiaries, associated companies, or major shareholders, and have no direct or indirect interests or benefits, whether financial or managerial.

Director development

The Board of Directors shall oversee to ensure that each director possesses knowledge and understanding of their roles and responsibilities, the nature of the business operations, and relevant laws, regulations, and other obligations. The Board of Directors supports all directors in consistently enhancing essential skills and knowledge for performing their duties.

1. The Board of Directors oversees to ensure that newly appointed directors receive an introduction and beneficial information for performing their duties, which includes an understanding of the company's objectives, key goals, vision, mission, organizational values, as well as its business nature and operational guidelines.
2. The Board of Directors oversees to ensure that directors receive continuous training and development of necessary knowledge.
3. The Board of Directors oversees to ensure that directors possess knowledge and understanding of relevant laws, regulations, risk standards, and the business operating environment, and also ensures that the Board is consistently informed with accurate, up-to-date, and clear information.
4. The Board of Directors discloses information on the continuous training and knowledge development of the Board in the annual report.

Board performance evaluation

The Board of Directors conducts an annual performance evaluation of the Board of Directors, sub-committees, and individual directors. The evaluation results are utilized for enhancing the efficiency of the Board of Directors' performance.

1. The performance evaluation of the Board of Directors, sub-committees, and individual directors is conducted at least once a year to allow the Board of Directors to collectively review performance and issues for future improvement. This includes establishing benchmarks for comparison with performance in a systematic manner.
2. For the annual performance evaluation of the Board of Directors and sub-committees, both as a collective and individually, it will be conducted through self-evaluation, or the Board of Directors may consider using a cross-evaluation method as well. Furthermore, the criteria, procedures, and evaluation results will be disclosed in the annual report.
3. In the event that the company appoints external consultants to establish guidelines and propose issues for the performance evaluation of the Board of Directors, such information will be disclosed in the annual report.
4. The evaluation results of the Board of Directors are used to consider the suitability of the composition of the Board of Directors in terms of Knowledge, Skills, and Experience

The Company Secretary distributed evaluation forms to all directors to assess the performance of the directors, the Board of Directors, and the sub-committees holding positions at that time. Subsequently, the Company Secretary will summarize the results and present the findings to the Board of Directors for acknowledgment.

Corporate governance of subsidiaries and associated companies

The Company establishes direct and indirect oversight mechanisms for its subsidiaries and/or associate companies, and implements measures to monitor the management of subsidiaries and/or associate companies, in order to safeguard the Company's investment interests and to control, manage, and be responsible for the operations of its subsidiaries as if they were integral units of the Company, as follows:

1. The Board of Directors is responsible for monitoring and overseeing the management and operations of subsidiaries and/or associate companies (*mutatis mutandis*) to ensure compliance with the Company's policies, relevant business laws, including securities and exchange laws, announcements of the Capital Market Supervisory Board, and regulations of the Stock Exchange of Thailand (*mutatis mutandis*), provided they do not conflict with other laws.

2. The Board of Directors is responsible for appointing representatives to serve as directors and executives in subsidiaries and/or associate companies, at least in proportion to the shareholding in subsidiaries and/or associate companies engaged in core businesses. There shall be procedures or regulations requiring that such appointments receive approval from the Board of Directors' meeting. The scope of duties and responsibilities of the appointed representatives serving as directors and executives in such subsidiaries shall be clearly defined, ensuring that the consideration of important matters by such directors and executives at the subsidiary's Board of Directors' meeting must first receive approval from the Company's Board of Directors' meeting, unless there are limitations under other laws, conditions of joint ventures with government agencies, or other cases as prescribed by securities and exchange laws, announcements of the Capital Market Supervisory Board, or regulations of the Stock Exchange of Thailand. Furthermore, the aforementioned directors and executives of subsidiaries and/or associate companies who are appointed or nominated must possess qualifications, roles, duties, and responsibilities as stipulated by relevant laws, and must not exhibit characteristics indicating a lack of trustworthiness as defined by the Securities and Exchange Commission's announcement regarding the determination of untrustworthy characteristics of directors and executives of the Company.

3. The Board of Directors is responsible for ensuring that subsidiaries and/or associate companies have internal control systems, risk management systems, and anti-corruption systems, as well as establishing measures to monitor the performance of subsidiaries and/or associate companies efficiently, consistently, and sufficiently rigorously to ensure that their operations comply with the Company's plans, budgets, and policies, as well as laws and announcements regarding good corporate governance for listed companies, including relevant announcements, regulations, and criteria of the Capital Market Supervisory Board, the Securities and Exchange Commission, and the Stock Exchange of Thailand, genuinely and continuously. Furthermore, the Board of Directors is responsible for monitoring and ensuring that directors and executives of subsidiaries and/or associate companies perform their duties and responsibilities as prescribed by law.

4. The Board of Directors is responsible for overseeing and monitoring that subsidiaries and/or associate companies disclose important information, such as information regarding financial position and operating results, connected transactions and transactions that may involve conflicts of interest of subsidiaries and/or associate companies, significant asset acquisitions or disposals, and any other important transactions that are not part of the normal course of business of subsidiaries and/or associate companies, etc. Such disclosure must provide sufficient, complete, accurate information within the timeframe specified by the Company and in accordance with the criteria of relevant authorities.

5. In the event that a subsidiary agrees to enter into a connected transaction with a connected person of the subsidiary, or a transaction concerning the acquisition or disposal of assets of the subsidiary in accordance with the criteria stipulated by the announcements of the Capital Market Supervisory Board and/or the Stock Exchange of

Thailand (as the case may be), the Company and its subsidiaries shall comply with the rules and procedures prescribed in such announcements for those matters before entering into such transactions (*mutatis mutandis*). The subsidiary shall comply with the rules and procedures prescribed in such announcements in the same manner as if the Company itself were the party entering into the transaction.

Such transactions must be approved by the Board of Directors' meeting and/or the shareholders' meeting of the Company, in accordance with the announcements of the Capital Market Supervisory Board and/or the announcements of the Stock Exchange of Thailand and/or relevant laws. The Company and its subsidiaries shall consider the size of such transactions in comparison to the Company's consolidated financial statements.

6. In the event that a subsidiary and/or an associate company undertakes any action that may significantly affect the financial position and operating results of the Company or any other benefits that the Company should receive as a shareholder of the subsidiary and/or associate company, such action by the subsidiary and/or associate company shall require consideration and approval from the shareholders' meeting and/or the Board of Directors' meeting of the Company, as deemed appropriate by the Company's Board of Directors. The Company's Board of Directors shall determine the details, including the following matters, which must be considered and approved by the shareholders' meeting or the Board of Directors' meeting before the subsidiary and/or associate company proceeds.

Policy and guidelines related to shareholders and stakeholders

Policy and guidelines related to shareholders and stakeholders : No

Guidelines and measures related to shareholders and stakeholders : Shareholder, Employee, Customer, Business competitor, Business partner, Government agencies

Shareholder

Value Creation Operations

- Achieve performance and growth.
- Disclose and communicate information with transparency and verifiability.
- Provide opportunities for shareholders, the Board of Directors, and executives to regularly attend shareholder meetings.
- Prepare and submit meeting documents in advance, along with shareholder meeting minutes.
- Organize the Annual General Meeting of Shareholders
- Organize activities to build relationships with shareholders (Opportunity Day).
- Organize Roadshows for investors and the general public.

Communication Channels

- Shareholder Meetings
- Opportunity Day Event
- Annual Report (56-1 One Report)
- Disclose information through the Stock Exchange's system and the company's website.
- Provide channels for information inquiries through the company's website and email.

Employee

Operations to create value.

- Provide appropriate compensation and benefits.
- Communicate various activities and provide training to employees at all levels through various channels and online systems to enhance employee skills.
- Establish clear and continuous career paths.
- Provide statutory welfare benefits and ensure occupational safety.

Communication channels.

- Internal communication meetings.
- Performance appraisal system.
- Training and seminars.
- Listen to employee opinions, suggestions, and problems through various channels, such as Group Line.
- Operate according to environmental management and occupational safety standards, and adjust welfare benefits as appropriate.
- Employee satisfaction survey.
- Complaints via letter to the Company Secretary, Managing Director, and Audit Committee. Address: Medise Group Public Company Limited, 28/9 Moo 8, Phutthamonthon Sai 4 Road, Krathum Lom Subdistrict, Sam Phran District, Nakhon Pathom Province 73220.

Customer

Operations to create value

- Maintain international certification standards such as AABB, NEBB
- Utilize advanced Cybersecurity systems to protect customer data
- Develop new services such as NK Cells and Hair Follicle Cells that address Longevity

Communication Channels

- Online channels such as Social Media
- Customer Service System (Customer Service)
- Customer Satisfaction Survey

Business competitor

Operations to create value

- Amend and revise policies and practices related to corporate governance, anti-corruption, and business ethics in accordance with international standards

Communication channels

- Regularly monitor competitors' performance

Business partner

Operations for value creation

- Conduct business under the business ethics and company policies
- Support for co-creation (Value Co-creation) for customers through business
- Do not take advantage of business partners; make payments on time
- Fair treatment of business partners, alliances, and other service providers

Communication channels

- Meetings, training, and seminars with vendors and partners
- Partner evaluation
- Complaints via letter to the Company Secretary, Managing Director, and Audit Committee. Address: Medeze Group Public Company Limited, 28/9 Moo 8, Phutthamonthon Sai 4 Road, Krathum Lom Subdistrict, Sam Phran District, Nakhon Pathom Province 73220
- Complaints via email to the Audit Committee anticorruption@medezegroup.com
- Complaints via telephone 091-599-9999 (Ext. 336)
- Complaints via website <https://www.medezeigroup.com> Provide channels for receiving complaints via website and other channels

Government agencies

Operations to create value

- Comply with relevant laws, such as the Hospital Act and PDPA
- Disclose operational information transparently and verifiably

Communication channels

Information on business code of conduct

Business code of conduct

Business code of conduct : Yes

The Company has established this Business Code of Conduct as a standard applicable to the Company and its subsidiaries, to be strictly adhered to, ensuring efficient, transparent, and open internal operations, while considering the Company's best interests and fairness to all relevant stakeholder groups.

Fundamental Principles

The fundamental principles of business ethics and conduct for mutual benefit are:

1. Perform duties with integrity, virtue, and responsibility.
2. Maintain confidentiality and not use inside information or confidential information to seek undue benefit for oneself or others.
3. Prevent or avoid any actions that may lead to conflicts of interest.
4. Act as a professional with knowledge, expertise, and due diligence.

Policy on Code of Conduct and Ethics

The Company's business shall adhere to the Business Code of Conduct and Ethics, with details as follows:

1. Integrity

The Company shall uphold and maintain integrity as a core principle in its business operations.

2. Compliance with Laws and Regulations

The Company shall conduct its business in compliance with laws and regulatory requirements and shall not engage in, assist, promote, or support any unlawful activities or transactions.

3. Application of Knowledge, Abilities, Expertise, Prudence, and Care

The Company shall apply its knowledge, abilities, expertise, prudence, and care in providing quality services to clients as a professional.

4. Good Management and Effective and Prudent Internal Control

The Company shall establish good management and risk management systems, as well as efficient and prudent internal control systems.

5. Standards for Operators

The Company shall comply with various generally accepted standards related to its business operations within the same or similar industry.

6. Treatment of Various Stakeholder Groups

The Company prioritizes fair treatment of various stakeholders based on appropriate cooperation and mutual benefit, meaning:

6.1 The Company shall treat customers, partners, or competitors with understanding, good cooperation, and fair competition.

6.2 The Company shall offer quality products to clients with goodwill and generosity.

6.3 The Company shall protect and maintain the interests of its shareholders.

6.4 The Company shall promote and support employees in utilizing their potential, knowledge, and abilities in performing their duties, as well as appropriately support the development of employees' potential, knowledge, and abilities.

6.5 The Company shall support social missions as appropriate, as well as participate in activities for public benefit, education, and national development.

6.6 The Company recognizes the necessity of resources required for business operations, as well as the interconnected impact of using each type of resource.

7. Oversight of Conflicts of Interest

The Company shall appropriately control or prevent actual or potential conflicts of interest related to its business operations and shall not seek any unlawful benefits or benefits contrary to regulatory requirements.

8. Client Confidentiality

The Company shall store, maintain a data security system, and appropriately safeguard clients' confidential information. It shall not disclose such confidential information to others unless with the client's consent or as required by law.

9. Communication of Information Regarding Products or Services to Clients

The Company shall communicate sufficient information about its products or services to ensure clients have a correct understanding.

10. Providing Advice or Acting on Behalf of Clients

The Company shall exercise reasonable care in providing advice or making decisions on behalf of clients, considering the appropriateness of each client's case.

11. Maintaining Good Relationships with Regulators

The Company shall consistently promote the establishment and maintenance of good relationships with regulators, such as cooperating with regulators in accordance with the law, and relevant regulations, and compliance with regulatory recommendations, etc.

12. Data Recording and Reporting

The Company shall record data and prepare reports accurately and reliably.

13. Service Provision and Operations

13.1 The Company shall prioritize creating an organizational culture that fosters culture and uses it as part of reviewing strategies and development planning.

13.2 The Company shall monitor developments and changes, and initiate innovations to enhance the value of the business in response to ever-changing environmental factors to create client satisfaction, as well as dedicate its capabilities to operational performance.

14. Acceptance of Gifts or Incentives from Clients or Other Persons

The Company shall not solicit, request, or accept money, gifts, prizes, or any other remuneration from clients or other persons, except for customary gifts of appropriate value according to standards.

15. Maintaining a Good Reputation

The Company shall maintain its good reputation and refrain from any actions that could bring disrepute to the Company.

16. Individual Rights and External Activities

The Company shall respect individual rights as prescribed by law and shall promote and support participation in various external activities. Such activities must:

16.1 Does not adversely affect the Company's good reputation and image.

16.2 Does not significantly hinder or obstruct the dedication of time or effort to performing duties.

16.3 Does not conflict with the policy on business ethics and conduct.

16.4 Does not create conflicts of interest.

16.5 Does not violate laws and good morals.

Policy and guidelines related to business code of conduct

Guidelines related to business code of conduct : Prevention of Conflicts of Interest, Anti-corruption, Whistleblowing and Protection of Whistleblowers, Prevention of Misuse of Inside Information, Gift giving or

receiving, entertainment, or business hospitality,
Compliance with laws, regulations, and rules, Information
and IT system security

Prevention of Conflicts of Interest

The Company recognizes the importance of conducting business with integrity, transparency, and accountability, which are principles of good corporate governance and enhance organizational efficiency. Therefore, the Company has established a policy requiring directors, executives, and employees to avoid any actions that may conflict with the Company's interests, which may arise from:

1. Contact with the Company's commercial stakeholders, such as customers, business partners, etc.
2. Using the Company's opportunities or inside information for personal gain.
3. Transactions with the Company.
4. Engaging in businesses that compete with the Company.

which results in the Company incurring losses. In unavoidable circumstances where such transactions must occur, the Company shall ensure that these transactions are conducted with transparency and fairness, as if they were with general external parties, taking into account the Company's best interests and being equitable to all stakeholders. To prevent conflicts of interest, the Company has established the following guidelines:

1. The Company must not provide loans or guarantees to directors or entities in which directors hold more than 50% of the shares, unless it is part of the Company's welfare benefits.
2. Directors must not engage in businesses that compete with the Company, unless approved by the shareholders' meeting prior to their appointment as directors.
3. Directors and executives must not use the Company's opportunities or information to benefit themselves or others, including engaging in businesses that compete with the Company or related businesses.
4. Directors and executives must not participate in meetings or abstain from voting on matters related to themselves that may create a conflict of interest with the Company. If such a transaction is necessary for the Company's benefit, it must be conducted as if it were with an external party (Arm's Length Basis).
5. Directors and executives must disclose any conflicts of interest in contracts entered into by the Company.
6. Directors and executives must prepare an annual report disclosing conflicts of interest or when such events occur.
7. Transactions such as buying, selling goods, or other assets, etc., between directors and the Company must be reported to and approved by the Board of Directors beforehand.
8. The consideration of conflicts of interest and transactions that may involve conflicts of interest must always include independent directors participating in the meeting and deliberation.

Anti-corruption

In accordance with the resolution of the Board of Directors, Mediz Group Public Company Limited ("the Company") hereby announces its Anti-Corruption Policy, which shall serve as a principle and guideline as follows:

The group of companies conducts its business based on transparency, ethics, adherence to good corporate governance principles, and compliance with laws related to the prevention and suppression of corruption, including the giving or receiving of bribes to government officials or private sector entities. The organizational structure has been defined with clear division of duties, responsibilities, work processes, and lines of command in each department to ensure appropriate checks and balances and rigorous internal oversight. Furthermore, the group of companies has established guidelines for directors, executives, and employees of the company, its subsidiaries, and/or joint ventures as follows:

1. Directors, executives, and employees of the company are prohibited from soliciting, engaging in, or accepting any form of corruption, directly or indirectly, for the benefit of themselves, their families, friends, and acquaintances. This policy covers all relevant departments and requires regular review of compliance with this anti-corruption policy to ensure alignment with changes in regulations and legal requirements.

2. Directors, executives, and employees of the company have a duty to report any acts that constitute corruption by informing their supervisors or responsible persons and to cooperate in verifying facts.
3. The company will provide fairness and protection to whistleblowers who report corruption, as well as to individuals who cooperate in reporting and in the investigation process of corruption.
4. The Board of Directors and executives must set an example in combating corruption and are responsible for promoting and supporting the anti-corruption policy to communicate it to all employees and relevant parties, as well as reviewing the suitability of policies and measures to adapt to changes in business conditions, regulations, and legal requirements.
5. Individuals who commit acts of corruption will be subject to disciplinary action in accordance with the company's regulations and may face legal penalties if such acts are unlawful.
6. The company provides training and disseminates knowledge to its directors, executives, and employees to ensure their understanding of compliance with the anti-corruption policy and to promote integrity, honesty, responsibility, and their duties.
7. The company encourages contractors, business partners, or other individuals who perform duties related to the company to report violations of the company's anti-corruption policy.
8. The company has a policy for the fair and adequate recruitment, selection, promotion, training, performance evaluation, and compensation determination for its employees and staff, to prevent internal corruption and to provide assurance to employees and staff.
9. To ensure clarity in handling matters with a high risk of corruption, directors, executives, and employees of the group of companies must exercise caution in the following areas:
 - 9.1 The giving, offering, or receiving of gifts and hospitality must be transparent, lawful, in accordance with normal business practices or customs, and of appropriate value.
 - 9.2 The giving or receiving of donations or sponsorships must be transparent and lawful, ensuring that such donations or sponsorships are not disguised as bribes.
 - 9.3 In conducting business, contacting, negotiating, bidding, and other operations with government or private entities, all actions must be transparent and lawful. Furthermore, directors, executives, employees, and staff of the group of companies must not give or accept bribes in all stages of business operations, including the payment of facilitation fees in any form, whether direct or indirect.
 - 9.4 Providing personal assistance or support for political activities is permissible, but care must be taken to avoid any misunderstanding that such assistance or support is on behalf of the group of companies, as the group of companies maintains a policy of political neutrality, neither supporting nor engaging in actions that favor any particular political party, which includes not providing financial or any other resources of the company.

Whistleblowing and Protection of Whistleblowers

If any director, executive, employee of the Group, or external party has suspicions or evidence that a director, executive, employee, or representative acting on behalf of the Group is involved in corruption, they may report or provide a tip to the Group. They may choose to disclose or not disclose their name, and must specify the suspicions or facts and sufficient clear evidence to indicate reasonable grounds to believe that corruption has occurred or that they have been affected by refusing corruption, through one of the following channels:

1. Reporting tips or complaints via email or directly to
 - Direct supervisor or trusted supervisor (from manager level upwards)
 - Human Resources Manager
 - Company Secretary
 - Head of Internal Audit
 - Audit Committee
2. By mail

By sending a sealed letter addressed to the Complaint Recipient at the Audit Committee Department, Medeze Group Public Company Limited, 28/9 Moo 8, Phutthamonthon Sai 4 Road, Krathum Lom Subdistrict, Sam Phran District, Nakhon Pathom Province 73220.

3. Email channel: anticorruption@medezegroup.com

4. Complaint channel via website: www.medeze.com

Protection for Whistleblowers, Complainants, or those who refuse Corruption

To provide protection to whistleblowers or complainants, those who refuse corruption, or any individual who cooperates in good faith, and to prevent retaliation resulting from such tips and complaints, the Group has established guidelines for protecting informants as follows:

1. The Group will conceal the name, surname, address, or any information that can identify the whistleblower or complainant, and will keep the whistleblower's or complainant's information confidential, restricting access only to those responsible for investigating the complaint, or unless disclosure is required by law.
2. The Group has established disciplinary penalties for those responsible at every stage of the process related to receiving and investigating tips or complaints, to prevent the disclosure of information about whistleblowers or complainants.
3. Should the complainant perceive a risk to their safety or potential harm, the complainant may request the company or its subsidiaries to implement additional appropriate protective measures. Alternatively, the company or its subsidiaries may implement protective measures without a request from the complainant if it is deemed likely to cause harm or insecurity.
4. Those who suffer harm or impact will receive appropriate and fair damage mitigation methods or processes.
Fair
5. The Group will not demote, punish, or impose negative consequences on directors, executives, or employees who refuse corruption, even if such refusal results in the company losing business opportunities.

Process upon receiving a tip or complaint

Upon receiving a tip or complaint, the Group has a response guideline for such tips or complaints, with the following practices:

1. The recipient of the complaint shall submit the complaint to the Investigator for examination and fact-finding. The investigator may be one of the following individuals:
 - 1.1 Chief Executive Officer and/or individuals or departments assigned by the Chief Executive Officer, in cases where the accused is an employee below management level, or the complaint is from an external party.
 - 1.2 The Audit Committee and/or individuals or departments assigned by the Audit Committee, in cases where the accused is an employee at management level or above. In case of any doubts or questions, the Investigator may invite the employee or the direct supervisor responsible for the complainant to provide information, or request relevant documents to ascertain the facts.
2. If the investigation reveals that the complaint is true, the Investigator shall proceed as follows:
 - 2.1 In cases where the complaint involves acts of corruption or violations of laws, regulations, rules, or the code of conduct in the business operations of the company and its subsidiaries, the matter shall be submitted with an opinion to the Audit Committee for further consideration.
 - 2.2 Inform the complainant who has disclosed their name, address, telephone number, email, or other contact channels about the progress and outcome of the consideration of the misconduct and corruption complaint within 7 business days from the date the investigation results are finalized. However, due to the necessity of personal data and confidentiality, the company may sometimes be unable to provide detailed information regarding the investigation or disciplinary action.

2.3 In cases where the complaint is significant, such as affecting the reputation, image, or financial status of the company or its subsidiaries, or conflicting with the business operating policies of the company and/or its subsidiaries, or involving senior executives, etc., the matter shall be submitted with an opinion to the Board of Directors for further consideration.

2.4 In cases where the complaint causes damage to any party, the Investigator may propose appropriate and fair methods for mitigating the damage to the affected party as deemed fit.

2.5 After the investigation results are finalized, they shall be reported to the Audit Committee. In cases where the Investigator deems it a severe breach of corporate governance that may affect the company's reputation, the Investigator shall periodically report to the Audit Committee from the time the complaint was received, without waiting for the investigation, deliberation, and decision processes to be completed.

Prevention of Misuse of Inside Information

The company prioritizes the prevention of insider trading. The company has a policy prohibiting directors, executives, employees, and staff of the company, its subsidiaries, and/or associated companies from disclosing or seeking personal gain or benefit for themselves or others, whether directly or indirectly, from confidential and/or inside information of the company, its subsidiaries, and/or associated companies that has not yet been disclosed to the public, regardless of whether remuneration is received. Furthermore, they must not trade the company's securities using inside information. In this regard, the company has established guidelines for preventing insider trading as follows:

1. Educate the company's directors and executives regarding their duty to report their own securities holdings, those of their spouses, and minor children to the Securities and Exchange Commission (SEC) in accordance with the guidelines stipulated in Section 59 and the penalties prescribed in Section 275 of the Securities and Exchange Act B.E. 2535 (including any amendments).

2. It is required that the company's Board of Directors and executives, including their spouses and minor children, notify the Company Secretary of information regarding securities trading at least 1 day prior to trading. Furthermore, the company's Board of Directors and executives, including those holding executive positions in accounting or finance or equivalent roles, are responsible for preparing, disclosing, and submitting reports on their holdings and changes in holdings of securities and derivatives, as well as those of their spouses or cohabiting partners, minor children, and legal entities, in accordance with the provisions of the Securities and Exchange Act, announcements of the Securities and Exchange Commission, and relevant announcements of the Capital Market Supervisory Board, to the Company Secretary before submitting them to the SEC Office every time. These reports must be prepared according to the prescribed form and submitted to the SEC Office within the following timeframes:

2.1 Within 7 business days from the date of purchase, sale, transfer, or acceptance of transfer of securities or derivatives, in cases where the reporting person is a director or executive of the company, and in accordance with the following complete criteria:

(a) The company notifies the names of directors and executives for entry into the information system for directors and executives of listed companies, according to the method prescribed by the SEC Office in the SEC Office's announcement regarding the form and method for notifying or changing information of directors and executives of companies.

(b) The reporting person purchases, sells, transfers, or accepts the transfer of securities or derivatives before the date their name appears in the company's director and executive information system as per (a).

2.2 Within 3 business days from the date of purchase, sale, transfer, or acceptance of transfer of securities or derivatives.

In other cases not specified in item 2.1

3. It is stipulated that directors, executives, employees, and staff of the company, its subsidiaries, and/or its associated companies who have access to material inside information that has or may have an impact on the change in securities prices must refrain from trading the company's securities within a period of 1 month prior to the disclosure of quarterly and annual financial statements and within 24 hours after the disclosure of financial statements (Blackout Period).

And those involved with such information must not disclose it to others until it has been reported to the Stock Exchange of Thailand. In the event of any action violating the aforementioned regulations, the company will consider it a disciplinary offense under the company's employment regulations. Penalties will be considered on a case-by-case basis, ranging from verbal warnings, written warnings, probation, to termination of employment.

Gift giving or receiving, entertainment, or business hospitality

The Company shall not solicit, request, or accept money, gifts, prizes, or any other form of consideration from customers or other parties, except for customary acceptance where the value is appropriate and in accordance with established standards.

Compliance with laws, regulations, and rules

The company shall conduct its business in accordance with laws and official regulations, and shall not engage in, assist, promote, or support any illegal activities or transactions.

The company shall comply with various generally accepted standards related to the business operations of companies operating in or belonging to similar industries.

Information and IT system security

The Company will store and maintain, as well as establish a data security system, and appropriately safeguard customers' confidential information. The Company will not disclose such confidential information to third parties, unless with the customer's consent or as required by law.

Promotion of compliance with the business code of conduct

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

The Board of Directors has issued a code of conduct and ethics for the company, which serves as a fundamental principle and basis for strengthening and enhancing good corporate governance, and is a crucial foundation for stability and sustainable growth. It also supports the company in achieving its stated objectives.

The company continuously conducts ethics tests for its employees, in accordance with their roles, duties, and responsibilities. These tests cover employee conduct regarding morality, ethics, and anti-corruption policies. In 2025, the test format was reviewed and updated to align with current practices.

Participation in anti-corruption networks

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

Anti-corruption networks or projects the company has joined or declared intent to join : Thai Private Sector Collective Action Against Corruption (CAC)
CAC membership certification status : Certified
Certification document of CAC membership status : CAC_Certificate.pdf

Diagram of participation in anti-corruption networks



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

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

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

Material changes and developments in policy and : Yes
 guidelines over the past year

In the year 2568 The Company has reviewed its corporate governance policies and practices, including the charters of the Board of Directors and sub-committees, to revise/amend/supplement them. These are presented to the relevant sub-committees for review and screening, and then submitted to the Board of Directors for further approval, with details as follows:

1. Anti-Corruption Policy : Revised the entire policy to be complete and comprehensive, in accordance with the criteria and guidelines related to anti-corruption.
2. Risk Management Policy: Added criteria that the Audit Committee and senior executives must be separate individuals, and that the unit or person responsible for risk management must report directly to the Chief Executive Officer and the Audit Committee, including monitoring and evaluation. Added assessment, monitoring, and review of risks with significant impact on good corporate governance principles.
3. Company Insider Information Usage Policy: Revised criteria regarding securities trading and criteria for reporting the holding and changes in holding of securities by directors, executives, and related persons.
4. Company's Debtor Management Policy: Added the phrase "For temporary credit term extension requests (Temporary credit term) will be considered based on the history of transactions with the company and payment history for consideration," and for permanent credit term extension requests (Permanent credit term) will only consider domestic corporate dealer debtors. (Domestic Dealer) and foreign corporate dealer debtors. (versea Dealer) with 6 criteria for credit term adjustment.
5. Accounting Provision Policy: Added text to the employee benefits provision policy: "It will not be considered an expense under the Revenue Code until the company has paid the benefits to employees."

6. Sales Pricing and Discount Policy: Added minimum estimation for other goods or services and granted pricing authority to the Chief Business Development Officer to align with the approval framework.
7. Personal Data Protection Policy: Added definition of personal data and adjusted words or phrases for greater completeness, such as the Personal Data Protection Act. , Personal Data ,

Implementation of the CG Code for listed companies

Implementation of the CG Code as prescribed by the : Fully implement
SEC

The Company has largely adopted the principles of the CG Code as prescribed by the SEC. The Corporate Governance and Sustainability Committee and the Board of Directors have reviewed the suitability of adopting the Principles of Good Corporate Governance for Listed Companies 2017 (CG Code 2017) to be applied according to the Company's business context to create sustainable value for the business. Furthermore, they have revised the criteria for appointing representative directors, guidelines for supervising joint ventures, and the Company's good corporate governance policy in accordance with the CG Code 2017.

Overall, the Company has policies, measures, and operational processes that are consistent with the principles of the CG Code and are suitable for the Company's business growth direction.

Other corporate governance performance and outcomes

With a strong commitment and unwavering determination to operate based on good corporate governance, the company received its first good corporate governance ratings and awards after becoming a listed company on the Stock Exchange of Thailand on October 15, 2024, including:

1. Received a "Good" corporate governance assessment (or 3 symbols) in the Corporate Governance Report (CGR) survey project for 2025, organized by the Thai Institute of Directors (IOD) and the Stock Exchange of Thailand (SET), for the first year.
2. Received a "Satisfactory" assessment or 3 medals in the Quality of Annual General Meeting (AGM Checklist) project for 2025, organized by the Thai Investors Association, for the first year.
3. Received 2-star certification in the Thai Private Sector Collective Action Against Corruption (CAC) project for the first year.

Corporate Governance Structure

Information on corporate governance structure

Corporate governance structure

Corporate governance structure diagram

Corporate governance structure as of date : 31 Dec 2025

Corporate governance structure diagram



หมายเหตุ: บริษัทฯ มีจำนวนผู้ถือหุ้น 16,888,888 หุ้น ซึ่งทั้งหมดที่ทราบชื่อและที่อยู่ของบรรดาผู้ถือหุ้น และบริษัทมี
 25,000,000 หุ้นของบริษัทฯ ซึ่งทั้งหมดเป็นผู้ถือหุ้น 4,500,000 หุ้นของบริษัทฯ ซึ่งทั้งหมดเป็นผู้ถือหุ้นของบริษัทฯ ก.ล.ต.
 นางสาวกวีพรรณ เตชะมงคล ตำแหน่งประธานเจ้าหน้าที่สายปฏิบัติการบุคคล และนายวิวัฒน์ สาทิตย์กุล ตำแหน่งประธานเจ้าหน้าที่สายสื่อสารการตลาดและบริหารงาน เป็นผู้มีอำนาจบริหาร
 นางสาวสุวิจิต อรรถชาวัฒน์ ตำแหน่งประธานเจ้าหน้าที่สายไอที เป็นผู้มีอำนาจบริหารงาน เป็นผู้มีอำนาจบริหารงาน เมื่อวันที่ 1 ธันวาคม 2569
 นางสาวสุวิจิต อรรถชาวัฒน์ ตำแหน่งประธานเจ้าหน้าที่สายไอที เป็นผู้มีอำนาจบริหารงาน เมื่อวันที่ 1 ธันวาคม 2569

Information on the board of directors

Information on the board of directors

Composition of the board of directors

	2023		2024		2025	
	Male (persons)	Female (persons)	Male (persons)	Female (persons)	Male (persons)	Female (persons)
Total directors	13		13		11	
	6	7	6	7	5	6
Executive directors	0		6		5	
	0	0	2	4	2	3
Non-executive directors	7		7		6	
	4	3	4	3	3	3
Independent directors	7		7		6	
	4	3	4	3	3	3
Non-executive directors who have no position in independent directors	0		0		0	
	0	0	0	0	0	0

	2023		2024		2025	
	Male (%)	Female (%)	Male (%)	Female (%)	Male (%)	Female (%)
Total directors	100.00		100.00		100.00	
	46.15	53.85	46.15	53.85	45.45	54.55
Executive directors	0.00		46.15		45.45	
	0.00	0.00	15.38	30.77	18.18	27.27
Non-executive directors	53.85		53.85		54.55	
	30.77	23.08	30.77	23.08	27.27	27.27
Independent directors	53.85		53.85		54.55	
	30.77	23.08	30.77	23.08	27.27	27.27
Non-executive directors who have no position in independent directors	0.00		0.00		0.00	
	0.00	0.00	0.00	0.00	0.00	0.00

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

	2023		2024		2025	
	Male (years)	Female (years)	Male (years)	Female (years)	Male (years)	Female (years)
Average age of board of directors	0		57		56	
	0	0	52	60	51	61

The information on each director and controlling person

List of the board of directors

List of directors	Position	First appointment date of director	Skills and expertise
<p>1. Ph.D. WATCHAREE TINTANI</p> <p>Gender: Female</p> <p>Age : 69 years</p> <p>Highest level of education : Doctoral degree</p> <p>Study field of the highest level of education : Business Administration</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Family relationship between directors and executives : Doesnt Have</p> <p>Legal offenses in the past 5 years ^(*) : Doesnt Have</p> <p>DAP course : Yes</p> <p>DCP course : No</p>	<p>Chairman of the board of directors</p> <p>(Non-executive directors, Independent director)</p> <p>Authorized directors as per the companys certificate of registration : No</p> <p>Type of director : Existing director</p>	27 Jul 2022	Leadership, Economics, Business Administration, Finance, Accounting
<p>2. Mr. PIYAWAT RATCHAPOLSITTE</p> <p>Gender: Male</p> <p>Age : 39 years</p> <p>Highest level of education : Master's degree</p> <p>Study field of the highest level of education : Finance</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Family relationship between directors and executives : Doesnt Have</p> <p>Legal offenses in the past 5 years ^(*) : Doesnt Have</p> <p>DAP course : No</p> <p>DCP course : Yes</p>	<p>Vice-chairman of the board of directors</p> <p>(Non-executive directors, Independent director)</p> <p>Authorized directors as per the companys certificate of registration : No</p> <p>Type of director : Existing director</p>	27 Jul 2022	Finance, Audit, Finance & Securities, Leadership, Business Administration

List of directors	Position	First appointment date of director	Skills and expertise
<p>3. Dr. VEERAPOL KHEMARANGSAN</p> <p>Gender: Male</p> <p>Age : 48 years</p> <p>Highest level of education : Bachelor's degree</p> <p>Study field of the highest level of education : Medicine</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Family relationship between directors and executives : Have</p> <p>Legal offenses in the past 5 years^(*) : Doesnt Have</p> <p>DAP course : Yes</p> <p>DCP course : Yes</p>	<p>Director (Executive directors)</p> <p>Authorized directors as per the companys certificate of registration : Yes</p> <p>Type of director : Continuing director (Full term of directorship and being re-appointed as a director)</p>	27 Jul 2022	Health Care Services, Leadership, Corporate Management, Strategic Management, Negotiation
<p>4. Mrs. PHUNURAI AKKARASACKSAKUN</p> <p>Gender: Female</p> <p>Age : 61 years</p> <p>Highest level of education : Bachelor's degree</p> <p>Study field of the highest level of education : Science</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Family relationship between directors and executives : Doesnt Have</p> <p>Legal offenses in the past 5 years^(*) : Doesnt Have</p> <p>DAP course : Yes</p> <p>DCP course : No</p>	<p>Director (Executive directors)</p> <p>Authorized directors as per the companys certificate of registration : Yes</p> <p>Type of director : Existing director</p>	27 Jul 2022	Human Resource Management, Health Care Services, Procurement, Corporate Management, Budgeting

List of directors	Position	First appointment date of director	Skills and expertise
<p>5. Dr. RACHANEE O-CHAROEN</p> <p>Gender: Female</p> <p>Age : 78 years</p> <p>Highest level of education : Bachelor's degree</p> <p>Study field of the highest level of education : Medicine</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Family relationship between directors and executives : Doesnt Have</p> <p>Legal offenses in the past 5 years ^(*) : Doesnt Have</p> <p>DAP course : Yes</p> <p>DCP course : No</p>	<p>Director (Executive directors)</p> <p>Authorized directors as per the companys certificate of registration : Yes</p> <p>Type of director : Existing director</p>	27 Jul 2022	Health Care Services, Risk Management, Internal Control, Audit
<p>6. Ms. DANITA PHITHAKNETIKUN</p> <p>Gender: Female</p> <p>Age : 49 years</p> <p>Highest level of education : Bachelor's degree</p> <p>Study field of the highest level of education : Science</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Family relationship between directors and executives : Have</p> <p>Legal offenses in the past 5 years ^(*) : Doesnt Have</p> <p>DAP course : Yes</p> <p>DCP course : No</p>	<p>Director (Executive directors)</p> <p>Authorized directors as per the companys certificate of registration : Yes</p> <p>Type of director : Existing director</p>	27 Jul 2022	Marketing, Media & Publishing, Negotiation

List of directors	Position	First appointment date of director	Skills and expertise
<p>7. Mr. TANUT KUNKANJANAWAN Gender: Male Age : 40 years Highest level of education : Doctoral degree Study field of the highest level of education : Science Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesnt Have Legal offenses in the past 5 years ^(*) : Doesnt Have DAP course : Yes DCP course : No</p>	<p>Director (Executive directors) Authorized directors as per the companys certificate of registration : Yes Type of director : Continuing director (Full term of directorship and being re-appointed as a director)</p>	27 Jul 2022	Health Care Services, Data Management, Data Analysis, Risk Management, Strategic Management
<p>8. Mr. WANCHAI CHANTRAPITAK Gender: Male Age : 68 years Highest level of education : Bachelor's degree Study field of the highest level of education : Medicine Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesnt Have Legal offenses in the past 5 years ^(*) : Doesnt Have DAP course : Yes DCP course : No</p>	<p>Director (Non-executive directors, Independent director) Authorized directors as per the companys certificate of registration : No Type of director : Existing director</p>	27 Jul 2022	Health Care Services, Audit, Data Management, Data Analysis, Internal Control

List of directors	Position	First appointment date of director	Skills and expertise
<p>9. Mrs. SUPHAWADEE KONGTAVEE Gender: Female Age : 65 years Highest level of education : Bachelor's degree Study field of the highest level of education : Management Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesnt Have Legal offenses in the past 5 years ^(*) : Doesnt Have DAP course : Yes DCP course : No</p>	<p>Director (Non-executive directors, Independent director)</p> <p>Authorized directors as per the companys certificate of registration : No</p> <p>Type of director : Continuing director (Full term of directorship and being re-appointed as a director)</p>	27 Jul 2022	Finance, Audit, Risk Management, Public Administration, Data Analysis
<p>10. Ph.D. SHIVATRA TALCHAI Gender: Female Age : 46 years Highest level of education : Doctoral degree Study field of the highest level of education : Science Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesnt Have Legal offenses in the past 5 years ^(*) : Doesnt Have DAP course : Yes DCP course : No</p>	<p>Director (Non-executive directors, Independent director)</p> <p>Authorized directors as per the companys certificate of registration : No</p> <p>Type of director : Existing director</p>	27 Jul 2022	Health Care Services, Audit, Project Management, Data Analysis, Budgeting

List of directors	Position	First appointment date of director	Skills and expertise
11. Mr. THANABODHI SWASDISRI Gender: Male Age : 58 years Highest level of education : Master's degree Study field of the highest level of education : Law Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesnt Have Legal offenses in the past 5 years ^(*) : Doesnt Have DAP course : No DCP course : Yes	Director (Non-executive directors, Independent director) Authorized directors as per the companys certificate of registration : No Type of director : Continuing director (Full term of directorship and being re-appointed as a director)	27 Jul 2022	Law, Leadership

Additional explanation:

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

(1) Dishonest act or gross negligence

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

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

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

Diagram of list of the board of directors

รายชื่อกรรมการบริษัท

กรรมการอิสระ



ดร.วินทร์ ทินราณี

- กรรมการอิสระ
- ประธานกรรมการ
- ประธานกรรมการกำกับดูแลกิจการที่ดีและความยั่งยืน



นายปิยวัตร ราชพลสิทธิ์

- กรรมการอิสระ
- รองประธานกรรมการ
- ประธานกรรมการลงทุน
- กรรมการตรวจสอบ



นายเพ็ญวินชัย จังกราพิทักษ์

- กรรมการอิสระ
- ประธานกรรมการตรวจสอบ
- กรรมการลงทุน



นายเบนเจี๋ สวัสดิ์ศรี

- กรรมการอิสระ
- ประธานกรรมการสรรหาและกำหนดค่าตอบแทน



ดร.นิวาตรา ตาลชัย

- กรรมการอิสระ
- กรรมการตรวจสอบ



นางสุภาวดี คตภร

- กรรมการอิสระ
- กรรมการตรวจสอบ
- กรรมการสรรหาและกำหนดค่าตอบแทน

กรรมการที่เป็นผู้บริหาร



นายเพ็ญวิธา เทะธีประสค์

- กรรมการ
- ประธานกรรมการบริหาร
- กรรมการลงทุน
- กรรมการกำกับดูแลกิจการที่ดีและความยั่งยืน
- ประธานเจ้าหน้าที่บริหาร



แพทย์หญิงปิ่นดี โอเจริญ

- กรรมการ
- กรรมการบริหาร
- ประธานเจ้าหน้าที่สายการแพทย์



นางพรพนอุไร อัครศักดิ์สกุล

- กรรมการ
- กรรมการบริหาร
- กรรมการสรรหาและกำหนดค่าตอบแทน
- กรรมการกำกับดูแลกิจการที่ดีและความยั่งยืน
- ประธานเจ้าหน้าที่สายปฏิบัติการ



นางสาวอดิธา พิทักษ์อินติกุล

- กรรมการ
- กรรมการบริหาร
- ประธานเจ้าหน้าที่สายพัฒนาธุรกิจ



ดร.รณิก กุลกาญจน์วงวรรณ

- กรรมการ
- กรรมการบริหาร
- ประธานเจ้าหน้าที่สายห้องปฏิบัติการ

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

List of directors	Position	Date of resignation / termination	Replacement director
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List of directors	Position	Date of resignation / termination	Replacement director
<p>1. Mr. WANCHAI SATTAYAWUTHIPONG Gender: Male Age : 67 years Highest level of education : Master's degree Study field of the highest level of education : Science Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesnt Have Legal offenses in the past 5 years ^(*) : Doesnt Have DAP course : Yes DCP course : No</p>	<p>Director (Non-executive directors, Independent director) Authorized directors as per the companys certificate of registration : No</p>	7 May 2025	-
<p>2. Ms. SUPAKARN KIJGOSOL Gender: Female Age : 62 years Highest level of education : Bachelor's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesnt Have Legal offenses in the past 5 years ^(*) : Doesnt Have DAP course : Yes DCP course : No</p>	<p>Director (Executive directors) Authorized directors as per the companys certificate of registration : Yes</p>	1 Jun 2025	-

Additional explanation:

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

(1) Dishonest act or gross negligence

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

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

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

List of the board of directors by position

List of the board of directors	Position	Executive directors	Non-executive directors	Independent directors	Non-executive directors who have no position in independent directors	Authorized directors as per the companys certificate of registration
1. Ph.D. WATCHAREE TINTANI	Chairman of the board of directors		✓	✓		
2. Mr. PIYAWAT RATCHAPOLSITTE	Vice-chairman of the board of directors		✓	✓		
3. Dr. VEERAPOL KHEMARANGSAN	Director	✓				✓
4. Mrs. PHUNURAI AKKARASACKSAKUN	Director	✓				✓
5. Dr. RACHANEE O-CHAROEN	Director	✓				✓
6. Ms. DANITA PHITHAKNETIKUN	Director	✓				✓
7. Mr. TANUT KUNKANJANAWAN	Director	✓				✓
8. Mr. WANCHAI CHANTRAPITAK	Director		✓	✓		
9. Mrs. SUPHAWADEE KONGTAVEE	Director		✓	✓		
10. Ph.D. SHIVATRA TALCHAI	Director		✓	✓		
Total (persons)		5	6	6	0	5

List of the board of directors	Position	Executive directors	Non-executive directors	Independent directors	Non-executive directors who have no position in independent directors	Authorized directors as per the companys certificate of registration
11. Mr. THANABODHI SWASDISRI	Director		✓	✓		
Total (persons)		5	6	6	0	5

Overview of director skills and expertise

Skills and expertise	Number (persons)	Percent (%)
1. Economics	1	9.09
2. Finance & Securities	1	9.09
3. Health Care Services	6	54.55
4. Media & Publishing	1	9.09
5. Law	1	9.09
6. Marketing	1	9.09
7. Accounting	1	9.09
8. Finance	3	27.27
9. Human Resource Management	1	9.09
10. Procurement	1	9.09
11. Data Management	2	18.18
12. Data Analysis	4	36.36
13. Negotiation	2	18.18

Skills and expertise	Number (persons)	Percent (%)
14. Project Management	1	9.09
15. Corporate Management	2	18.18
16. Leadership	4	36.36
17. Strategic Management	2	18.18
18. Risk Management	3	27.27
19. Audit	5	45.45
20. Internal Control	2	18.18
21. Budgeting	2	18.18
22. Public Administration	1	9.09
23. Business Administration	2	18.18

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

	2023	2024	2025
The chairman of the board and the highest-ranking executive are from the same person	-	No	No
The chairman of the board is an independent director	-	Yes	Yes
The chairman of the board and the highest-ranking executive are from the same family	-	No	No
Chairman is a member of the executive board or taskforce	-	No	No
The company appoints at least one independent director to determine the agenda of the board of directors meeting	-	No	No

Additional explanation :

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

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

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

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

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

The Company has clearly separated the roles and responsibilities between the Board of Directors and senior executives. The Board of Directors is responsible for setting policies and overseeing operations to ensure compliance with established policies. Therefore, the Chairman of the Board and the Chief Executive Officer are different individuals. Both positions must be selected by the Board of Directors to ensure the most suitable candidates are appointed. Furthermore,

The Chairman of the Board is not an executive director and does not participate in the management of the company, nor does he have the authority to sign binding agreements on behalf of the company. This ensures a clear separation of duties between the overall policy oversight of the company and its operational management. Senior executives are assigned duties and responsibilities to operate under various established policies and are accountable for the overall operational performance.

Information on the roles and duties of the board of directors

Board charter : Have

The Board of Directors acts as representatives of the shareholders and therefore plays a crucial role in creating value for the enterprise and generating returns on investment for shareholders. Generally, the Board of Directors delegates operational tasks to management. Thus, the main duties of the Board of Directors are divided into two aspects:

- 1) Defining the company's vision, policies, and business strategies to ensure that the company operates in a direction that provides the utmost benefit to the company, its subsidiaries, and its shareholders.
- 2) Monitoring the operations of management to inspect, balance, and be accountable for the company's performance to shareholders.

scope of authority, duties, and responsibilities.

- 1) Perform duties with responsibility, due care, and integrity, prioritizing the best interests of the company, and comply with all applicable laws.
- 2) Define the vision, mission, goals, guidelines, policies, strategies, and business operational plans, and budgets of the company and its subsidiaries.
including controlling, supervising management, and monitoring operational performance.
- 3) Appoint qualified individuals who do not possess prohibited characteristics to serve as directors, in cases where a directorship becomes vacant for other reasons.
other than by rotation, unless the term of that director is less than 2 months.
- 4) Appoint independent directors, considering their qualifications and prohibited characteristics, or propose them to the shareholders' meeting for further consideration and appointment.
- 5) Appoint an Audit Committee with the prescribed qualifications, or propose them to the shareholders' meeting for further consideration and appointment.
- 6) Appoint executive directors (if any) by selecting from the directors and/or executives of the company or its subsidiaries, and define their scope of authority, duties, and responsibilities.
- 7) Appoint other sub-committees (if any) and define their scope of authority, duties, and responsibilities.
- 8) Appoint a Chief Executive Officer who meets the qualifications prescribed by law, and consider determining their remuneration.
- 9) Appoint a company secretary and define their scope of authority, duties, and responsibilities.

- 10) Define and amend the names of directors authorized to sign on behalf of the company.
- 11) Appoint any other person to conduct the company's business or may delegate authority to such person to have powers and/or within the time as deemed appropriate by the Board of Directors, provided that the authorized person cannot sub-delegate the authority.
- 12) Approve the acquisition or disposal of assets and/or connected transactions, unless such transactions require approval from the Shareholders' Meeting
- 13) Approve the payment of interim dividends to shareholders when the company deems that it has sufficient net profit from the separate financial statements after deducting income tax and various legal reserves to do so, and report this to the shareholders' meeting at the next shareholders' meeting.
- 14) Prepare the consolidated financial statements and the company's separate financial statements as of the end of the company's accounting period, which have been audited by the auditor, and present them to the shareholders' meeting for consideration and approval.
- 15) Select and approve the nomination of auditors for the company, its subsidiaries, and/or associated companies, and consider determining appropriate remuneration as proposed by the Audit Committee, before submitting it to the Annual General Meeting of Shareholders for consideration and approval.
- 16) Ensure that the company, its subsidiaries, and/or associated companies implement appropriate and efficient accounting systems, as well as establish effective internal control and internal audit systems.
- 17) Establish a comprehensive Risk Management policy for the entire organization and oversee the implementation of systems or processes for risk management, including mitigation measures and control methods to appropriately reduce impacts on the business of the company and its subsidiaries.

Information on subcommittees

Information on subcommittees

Information on roles of subcommittees

Roles of subcommittees

Audit Committee

Role

- Audit of financial statements and internal controls
- Risk management

Scope of authorities, role, and duties

1. Review to ensure the company's financial statements are accurate and adequately disclosed, by coordinating with the auditor and executives responsible for preparing quarterly and annual financial statements. The Audit Committee may recommend that the auditor review or examine any items deemed necessary and significant during the company's audit. 2. Review to ensure that the company and its subsidiaries have appropriate and effective internal control and internal audit systems covering accounting, operations, and information technology, by reviewing jointly with the auditor and internal auditor, and considering the independence of the internal audit unit. This also includes approving the appointment, transfer, dismissal, and remuneration of the head of the internal

audit unit or any other unit responsible for internal audit, as well as approving the internal audit plan and assigning tasks to internal audit staff to support the work of the Audit Committee. 3. Review to ensure the company complies with securities and exchange laws, regulations of the Stock Exchange of Thailand, and laws related to the company's business and relevant standards. 4. Consider selecting and proposing the appointment of the auditor for the company and its subsidiaries and/or associates, and proposing their remuneration, taking into account their credibility, sufficiency of resources, audit workload of the audit firm, and the experience of the personnel assigned to audit the company. Furthermore, the Audit Committee must meet with the auditor without management present at least once a year. 5. Consider providing opinions on related party transactions or transactions that may have conflicts of interest for the company and/or its subsidiaries, in accordance with relevant laws, regulations, and the requirements of the Stock Exchange of Thailand. This is to ensure that such transactions are reasonable and provide the utmost benefit to the company and its subsidiaries. 6. Prepare the Audit Committee's report for disclosure in the company's annual report. This report shall be signed by the Chairman of the Audit Committee and should include at least the following information: 1) Opinion on the accuracy, completeness, and reliability of the financial statements of the company and its subsidiaries. 2) Opinion on the adequacy of the internal control system of the company and its subsidiaries. 3) Opinion on compliance with securities and exchange laws, regulations of the Stock Exchange of Thailand, or laws related to the business of the company and its subsidiaries. 4) Opinion on the suitability of the auditor. 5) Opinion on transactions that may have conflicts of interest for the company and its subsidiaries. 6) Number of Audit Committee meetings and attendance of each Audit Committee member. 7) Overall opinions or observations received by the Audit Committee from performing its duties according to the Charter. 8) Any other report that shareholders and general investors should be aware of, within the scope of duties and responsibilities assigned by the Board of Directors. 7. Review and provide opinions on various policies related to the Audit Committee's authority, such as accounting policies, corporate governance and social responsibility policies, and anti-corruption policies. 8. Review the company's corporate governance and social responsibility processes, including anti-corruption. 9. Review the accuracy of reference documents and self-assessment forms regarding the company's anti-corruption measures under the Collective Action Coalition Against Corruption (CAC) project, and provide opinions on the report of the assessment results for the company's corporate governance, social responsibility, and anti-corruption under the Collective Action Coalition Against Corruption (CAC) project. 10. Perform any other tasks assigned by the Board of Directors with the approval of the Audit Committee. 11. Have the authority to conduct necessary reviews and investigations on matters that indicate a potentially significant impact on the reputation, financial position, and operating results of the company and its subsidiaries, as well as the benefits shareholders are entitled to, such as: - Transactions that may involve conflicts of interest. - Suspicions or presumptions of potential fraud, irregularities, or significant deficiencies in the internal control systems of the company or its subsidiaries. - Suspicions of potential violations of securities and exchange laws, regulations of the Stock Exchange of Thailand, or laws related to the business of the company and its subsidiaries.

Reference link for the charter

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Executive Committee

Role

- Others
- Consider and screen management's proposals, determine the organizational structure, vision, mission, goals, policies, direction, business strategies, the Company's business operations, operational plans, investment for business expansion, public relations, financial plans, annual reports, budgets including annual budgets, human resource management, and information technology investments.

Scope of authorities, role, and duties

1. Operate and manage the company's business in accordance with its objectives, articles of association, policies, regulations, requirements, orders, and resolutions of the Board of Directors' meetings and/or shareholders' meetings, within the framework of relevant laws. 2. Consider and screen management proposals, define organizational structure, vision, mission, goals, policies, direction, business strategies, company operations, operational plans, business expansion investments, public relations, financial plans, annual reports, budgets including annual budgets, human resource management, and information technology investments, for submission to the Board of Directors' meeting for further consideration and determination. 3. Have the authority to appoint working groups for the company's operations or management, and to define the powers, duties, and responsibilities of such working groups, including overseeing and supervising their operations to achieve the established policies and goals. 4. Provide advice, consultation, and define the policies and authorities of the Chief Executive Officer and special working groups. 5. Monitor the performance of the company and its subsidiaries to ensure compliance with the policy framework and goals approved by the Board of Directors, and oversee operations for quality and efficiency. 6. Consider the allocation of the annual budget as proposed by management before submitting it to the Board of Directors for consideration and approval. 7. Have the authority to consider and approve financial expenditures for normal business transactions of the company, provided they do not exceed the budget approved by the Board of Directors. 8. Study the feasibility of new projects and have the authority to consider and approve participation in various bidding processes, as well as undertaking various projects as deemed appropriate, including the execution of related legal acts until completion. This authority shall be in accordance with the approval framework already established by the Board of Directors and the requirements of securities and exchange laws. 9. Approve significant capital expenditures specified in the annual expenditure budget, as delegated by the Board of Directors or as previously approved in principle by the Board of Directors. 10. Have the authority to consider and approve borrowing, financial transactions with banks or financial institutions to support normal business operations, such as opening bank accounts, closing bank accounts, intercompany lending, securing credit lines, or applying for any loans for the company according to the approval matrix approved by the Board of Directors. In cases where the credit limit exceeds the budget approved by the Board of Directors, it must be presented to the Board of Directors for acknowledgment at the next meeting. If company assets are to be used as collateral, approval must be sought from the company's Board of Directors. 11. Consider and monitor the performance of the group of companies and propose interim or annual dividend payments for approval by the Board of Directors. 12. Define the organizational structure, organizational management authority, including the appointment, hiring, transfer, termination, and determination of salaries, remuneration, and bonuses for executive-level employees from department director or equivalent upwards, excluding the position of Chief Executive Officer. 13. Have the authority to appoint any person or group of persons to conduct the company's business under the control of the Executive Board, or may delegate authority to such persons as the Executive Board deems appropriate and for such period as the Executive Board deems appropriate. The Executive Board may revoke, annul, change, or amend the delegated person or the delegation of authority as it deems appropriate. 14. Have the authority to appoint a Chief Advisor, Advisor, or Advisory Board to the Executive Board as appropriate, and to determine the remuneration, allowances, welfare benefits, facilities, and other expenses of such Chief Advisor, Advisor, or Advisory Board as appropriate. 15. Have the authority to appoint company executives to perform all duties, except that the appointment of the President must receive approval from the Board of Directors. This also includes the ability to delegate authority to any person to act on behalf of the Executive Board in any matter within their duties and responsibilities as the Executive Board deems appropriate. 16. The Executive Board or the Chairman of the Executive Board has the authority to convene meetings of the Executive Board and/or establish meeting regulations as deemed appropriate. 17. In the event that the Chairman of the Executive Board is unable to perform duties, the Chairman of the Executive Board shall appoint an acting person to perform duties on a temporary basis, and the acting person shall have the same powers and duties as the Chairman of the Executive Board. 18. Consider and approve the delegation of various

powers for business operations and management to executives in accordance with rules and regulations. 19. Ensure that the company has appropriate, robust, and effective internal control systems, in coordination with the Audit Committee. 20. Nominate qualified individuals for the Board of Directors to consider appointing as directors and/or executives in subsidiaries and/or associated companies, at least in proportion to the company's shareholding. This also includes defining policy guidelines for overseeing the operations of subsidiaries and/or associated companies for submission to the Board of Directors for approval. 21. Oversee the formulation of policies, strategies, and directions for the development of information systems and technology management to align with organizational objectives, ensuring effectiveness and transparency under legal regulations and the Mediz Group's computer and communication system security management development plan, to meet international standards efficiently and achieve maximum benefit. This includes supervising the management of information systems and technology to adhere to established policies and strategies to achieve goals based on good governance, and monitoring, evaluating, and adapting policies, strategies, and developing information systems and technology management to suit changing circumstances and technologies, considering both efficiency and effectiveness.

Reference link for the charter

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Investment Committee

Role

- Others
- Management of investments in government bonds for the repayment of contracts with Priority Package conditions and for the payment of group insurance premiums for existing cell deposit contracts, as well as the determination of the company's investment plan.

Scope of authorities, role, and duties

The Investment Committee is responsible for considering and approving, and/or endorsing various matters for submission to the Board of Directors for approval, in accordance with the powers and duties stipulated in the relevant regulations and charters. Additionally, the Investment Committee is responsible for overseeing and monitoring the company's investment performance in government bonds, which are divided into two parts: 1) Investment Portion 1: Investment in government bonds, totaling 471,000 units or approximately 416 million Baht, is intended for repayment to customers under contracts with Priority Package conditions. 2) Investment Portion 2: Investment in government bonds, totaling 76,000 units or approximately 81 million Baht, is intended for paying group insurance premiums for existing umbilical cord blood stem cell storage contracts as of December 31, 2023, totaling 8,399 contracts. The Investment Committee is responsible for considering the following matters: 1. Overseeing and monitoring the returns from investments in government bonds for Investment Portion 1. This includes ensuring that such investments adhere to the established plan and that these investments are not sold or used for any other purpose. This shall take into account the following: 1.1 Overseeing that the company reinvests the interest received annually from government bonds in Investment Portion 1 into government bonds, ensuring that the company makes additional investments in government bonds with maturities of approximately 5-10 years. 1.2 Overseeing that the company sells investments from Investment Portion 1 according to the plan for repaying liabilities under contracts with Priority Package conditions. These contracts are due for repayment between the years 2038 and 2052, or until the company has fully repaid the liabilities under the Priority Package contracts. 2. Overseeing that the company uses the returns from investments in government bonds received from Investment Portion 2, including the sale of investments from Investment Portion 2, solely for paying group insurance premiums for existing umbilical cord blood stem cell storage contracts, and that these investments are not sold or used for any other purpose. 3. Overseeing investments in accordance with the cash flow management policy, beyond items 5.1 to 5.2, to align with the investment management policy for Priority Package customers and Cord Blood

insurance premiums. 4. Holding meetings at least once per quarter to monitor investment performance and the status of invested government bonds, including the amount invested for repaying liabilities under contracts with Priority Package conditions, the amount invested for paying group insurance premiums for existing cell storage contracts, and other investments. 5. Regularly reporting investment results to the Board of Directors. 6. Overseeing matters of good governance, transparency, and the prevention of conflicts of interest related to the company's investment transactions. 7. Reviewing and adjusting the framework of the investment management policy for Priority Package customers and Cord Blood insurance premiums, the cash flow management policy, and the investment plan to suit changing circumstances. These reviews and adjustments shall be submitted to the Board of Directors for consideration and approval, and subsequently reported to the shareholders' meeting for acknowledgment.

Reference link for the charter

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Nomination and Remuneration Committee

Role

- Director and executive nomination
- Remuneration

Scope of authorities, role, and duties

1. To consider the criteria for payment and the form of remuneration for directors and senior executives, both monetary and non-monetary, for submission to the Board of Directors. This consideration shall be based on comparisons with leading companies in the same industry, past performance, experience, duties, scope of roles and responsibilities, business expansion, financial status, company performance, and alignment with the company's long-term strategies and goals, with the aim of motivating management and retaining high-quality directors and senior executives. The remuneration for senior executives shall be approved by the designated authority, while the remuneration for directors shall be proposed by the Board of Directors for approval by the shareholders' meeting annually.
2. To evaluate the remuneration of senior executives to align with their performance, using established goals and criteria.
3. To consider the criteria and process for recruiting qualified individuals to serve as directors, in alignment with the company's business strategy. This includes developing a Board Skill Matrix for recruitment purposes and selecting individuals according to established recruitment processes, such as considering nominees and their profiles from the existing Board, providing opportunities for shareholders to nominate directors, or considering the use of external consulting firms or professional director directories. The selection shall be based on suitable and diverse qualifications in terms of education, profession, skills, age, experience, gender, race, religion, origin, expertise, and specific abilities required on the Board, as well as their potential contribution to the company, and to submit recommendations to the Board of Directors.
4. To establish development programs for directors and senior executives and a succession plan for senior executives, and to review these programs and plans annually.
5. To oversee the orientation of new directors to ensure their understanding of roles and responsibilities, and to provide information on company policies, business characteristics, and relevant environmental factors.
6. To arrange continuous training and development programs for current directors to enhance their knowledge and expertise, suitable for external changes and the company's sustainable development, covering both business operations and corporate governance. This also includes reviewing whether the current Board lacks any critical skills, knowledge, or expertise as identified in the Director Skill Matrix, in order to select appropriate development courses.

7. To recommend methods for evaluating the performance of the Board of Directors and various sub-committees, reviewing them annually. This may involve utilizing external consultants, as well as monitoring and summarizing evaluation results for the Board of Directors to improve operational efficiency and enhance the capabilities of the company's directors.

8. To perform other duties as deemed appropriate and assigned by the Board of Directors. In performing duties within its scope, the Nomination and Remuneration Committee has the authority to request management or relevant employees to provide opinions, attend meetings, or submit necessary documents. Furthermore, in performing duties under the scope of its charter, the Nomination and Remuneration Committee may seek advice from independent external consultants or other professional experts if deemed necessary and appropriate.

Reference link for the charter

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Corporate Governance and Sustainability Committee

Role

- Corporate governance
- Sustainability development

Scope of authorities, role, and duties

1. Good Corporate Governance 1.1 Consider and establish guidelines, recommend policies/practices regarding business ethics and morality, as well as anti-corruption policies/measures, in accordance with good corporate governance principles to the Board of Directors and management, to be established as organizational procedures. This is to ensure that the organization's practices are standardized and correct. 1.2 Recommend and review policies/practices regarding the company's responsibilities towards various stakeholder groups, as well as oversee, advise, monitor the progress of operations, and evaluate the effectiveness of good corporate governance operations. 1.3 Promote integrated organizational management, including corporate governance, risk management, internal control, and compliance with laws and regulations (Governance, Risk Management & Internal Control, and Compliance: GRC) to achieve effectiveness. 1.4 Oversee, advise, monitor progress, and evaluate the effectiveness of policies/practices regarding business ethics and morality, anti-corruption policies/measures, policies/practices regarding the company's responsibilities towards various stakeholder groups, and operations related to corporate governance, risk management, internal control, and compliance with laws and regulations (GRC), in accordance with various national and international laws, criteria, and practices. 2. Sustainable Development 2.1 Consider, establish, review policies, strategies, and update the company's sustainable development goals and climate change adaptation plans that are balanced in terms of Environmental, Social, and Governance (ESG), as well as consistent with good practices according to national and global international standards for the Board of Directors and management. 2.2 Provide advice and promote the establishment of principles, policies, and strategies, as well as the company's operations to align with sustainable development principles and climate change adaptation plans, achieve set goals, and maintain leadership in sustainability from external organizations, as well as support the Board of Directors, executives, and employees in effectively adhering to the company's sustainable development and climate change guidelines. 2.3 Oversee, monitor, evaluate, and disclose information on sustainable development operations and climate change adaptation plans to ensure balance and effectiveness, maximizing benefits for the company and its stakeholders.

Reference link for the charter

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Information on each subcommittee

List of audit committee

List of directors	Position	Appointment date of audit committee member	Skills and expertise
<p>1. Mr. WANCHAI CHANTRAPITAK</p> <p>Gender: Male Age : 68 years Highest level of education : Bachelor's degree Study field of the highest level of education : Medicine Thai nationality : Yes Residence in Thailand : Yes Expertise in accounting information review : No</p>	<p>Chairman of the audit committee (Non-executive directors, Independent director)</p> <p>Director type : Existing director</p>	27 Jul 2022	Health Care Services, Audit, Data Management, Data Analysis, Internal Control
<p>2. Mrs. SUPHAWADEE KONGTAVEE</p> <p>Gender: Female Age : 65 years Highest level of education : Bachelor's degree Study field of the highest level of education : Management Thai nationality : Yes Residence in Thailand : Yes Expertise in accounting information review : No</p>	<p>Member of the audit committee (Non-executive directors, Independent director)</p> <p>Director type : Continuing director (Full term of directorship and being re-appointed as a director)</p>	27 Jul 2022	Finance, Audit, Risk Management, Public Administration, Data Analysis

List of directors	Position	Appointment date of audit committee member	Skills and expertise
3. Ph.D. SHIVATRA TALCHAI Gender: Female Age : 46 years Highest level of education : Doctoral degree Study field of the highest level of education : Science Thai nationality : Yes Residence in Thailand : Yes Expertise in accounting information review : No	Member of the audit committee (Non-executive directors, Independent director) Director type : Continuing director (Full term of directorship and being re-appointed as a director)	27 Jul 2022	Health Care Services, Audit, Project Management, Data Analysis, Budgeting
4. Mr. PIYAWAT RATCHAPOLSITTE ^(*) Gender: Male Age : 39 years Highest level of education : Master's degree Study field of the highest level of education : Finance Thai nationality : Yes Residence in Thailand : Yes Expertise in accounting information review : Yes	Member of the audit committee (Non-executive directors, Independent director) Director type : Existing director	27 Jul 2022	Finance, Audit, Finance & Securities, Leadership, Business Administration

Additional explanation :

(*) Directors with expertise in accounting information review

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

List of executive committee members

List of committee members	Position	Appointment date of executive committee member
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List of committee members	Position	Appointment date of executive committee member
<p>1. Dr. VEERAPOL KHEMARANGSAN Gender: Male Age : 48 years Highest level of education : Bachelor's degree Study field of the highest level of education : Medicine Thai nationality : Yes Residence in Thailand : Yes</p>	<p>The chairman of the executive committee</p>	<p>27 Jul 2022</p>
<p>2. Dr. RACHANEE O-CHAROEN Gender: Female Age : 78 years Highest level of education : Bachelor's degree Study field of the highest level of education : Medicine Thai nationality : Yes Residence in Thailand : Yes</p>	<p>Member of the executive committee</p>	<p>27 Jul 2022</p>
<p>3. Mrs. PHUNURAI AKKARASACKSAKUN Gender: Female Age : 61 years Highest level of education : Bachelor's degree Study field of the highest level of education : Science Thai nationality : Yes Residence in Thailand : Yes</p>	<p>Member of the executive committee</p>	<p>27 Jul 2022</p>
<p>4. Ms. DANITA PHITHAKNETIKUN Gender: Female Age : 49 years Highest level of education : Bachelor's degree Study field of the highest level of education : Science Thai nationality : Yes Residence in Thailand : Yes</p>	<p>Member of the executive committee</p>	<p>27 Jul 2022</p>

List of committee members	Position	Appointment date of executive committee member
5. Mr. TANUT KUNKANJANAWAN Gender: Male Age : 40 years Highest level of education : Doctoral degree Study field of the highest level of education : Science Thai nationality : Yes Residence in Thailand : Yes	Member of the executive committee	27 Jul 2022

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

List of directors	Position	Date of resignation / termination	Replacement committee member
1. Ms. SUPAKARN KIJGOSOL Gender: Female Age : 62 years Highest level of education : Bachelor's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residence in Thailand : Yes Expertise in accounting information review : Yes	Member of the executive committee	1 Jun 2025	-

Other Subcommittees

Subcommittee name	Name list	Position
Investment Committee	Mr. PIYAWAT RATCHAPOLSITTE	The chairman of the subcommittee (Independent director)
	Mr. WANCHAI CHANTRAPITAK	Member of the subcommittee (Independent director)

Subcommittee name	Name list	Position
	Dr. VEERAPOL KHEMARANGSAN	Member of the subcommittee
Nomination and Remuneration Committee	Mr. THANABODHI SWASDISRI	The chairman of the subcommittee (Independent director)
	Mrs. SUPHAWADEE KONGTAVEE	Member of the subcommittee (Independent director)
	Mrs. PHUNURAI AKKARASACKSAKUN	Member of the subcommittee
Corporate Governance and Sustainability Committee	Ph.D. WATCHAREE TINTANI	The chairman of the subcommittee (Independent director)
	Dr. VEERAPOL KHEMARANGSAN	Member of the subcommittee
	Mrs. PHUNURAI AKKARASACKSAKUN	Member of the subcommittee

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

Information on the executives

Information on the executives

List and positions of the executive

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

List of executives	Position	First appointment date	Skills and expertise
1. Dr. VEERAPOL KHEMARANGSAN ^(***) Gender: Male Age : 48 years Highest level of education : Bachelor's degree Study field of the highest level of education : Medicine Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : No	Chief Executive Officer (The highest-ranking executive)	27 Jul 2022	Health Care Services, Leadership, Corporate Management, Strategic Management, Negotiation

List of executives	Position	First appointment date	Skills and expertise
<p>2. Mrs. PHUNURAI AKKARASACKSAKUN^(***) Gender: Female Age : 61 years Highest level of education : Bachelor's degree Study field of the highest level of education : Science Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : No</p>	Chief Operating Officer	27 Jul 2022	Human Resource Management, Health Care Services, Procurement, Corporate Management, Budgeting
<p>3. Dr. RACHANEE O-CHAROEN^(***) Gender: Female Age : 78 years Highest level of education : Bachelor's degree Study field of the highest level of education : Medicine Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : No</p>	Chief Medical Officer	27 Jul 2022	Health Care Services, Risk Management, Internal Control, Audit

List of executives	Position	First appointment date	Skills and expertise
<p>4. Ms. DANITA PHITHAKNETIKUN^(***) Gender: Female Age : 49 years Highest level of education : Bachelor's degree Study field of the highest level of education : Science Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : No</p>	<p>Chief Business Development Officer</p>	<p>27 Jul 2022</p>	<p>Marketing, Media & Publishing, Negotiation</p>
<p>5. Mr. TANUT KUNKANJANAWAN^(***) Gender: Male Age : 40 years Highest level of education : Doctoral degree Study field of the highest level of education : Science Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : No</p>	<p>Chief Laboratory Officer</p>	<p>27 Jul 2022</p>	<p>Health Care Services, Data Management, Data Analysis, Risk Management, Strategic Management</p>

List of executives	Position	First appointment date	Skills and expertise
6. Ms. ANCHISA LEKPHET ^(*) (**)(***) Gender: Female Age : 36 years Highest level of education : Bachelor's degree Study field of the highest level of education : Accounting Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : Yes Accounting supervisor : Yes	Chief Financial Officer	1 Jun 2025	Finance, Accounting, Data Management, Data Analysis, Internal Control

Additional Explanation :

(*) Highest responsibility in corporate accounting and finance

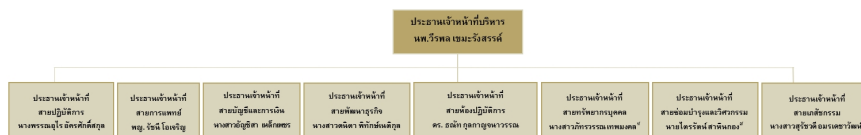
(**) Accounting supervisor

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

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

Organization structure of the highest-ranking executive and the next four executives as of date : 31 Dec 2025

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



หมายเหตุ : ^๑นางสาวกวีวรรณ เทพมงคล ตำแหน่งประธานเจ้าหน้าที่สายการพยาบาลบุคคล มีผลบังคับใช้ตั้งแต่วันที่ 1 มกราคม 2569
^๒นายไพโรจน์ สาคินณะ ตำแหน่งประธานเจ้าหน้าที่สายข้อมูลข่าวสารและวิศวกรรม มีผลบังคับใช้ตั้งแต่วันที่ 1 มกราคม 2569
^๓นางสาวสุวิจิตร อมระเชาว์วัฒน์ ตำแหน่งประธานเจ้าหน้าที่สายอสังหาริมทรัพย์ มีผลบังคับใช้ตั้งแต่วันที่ 1 มีนาคม 2569

Remuneration policy for executive directors and executives

The Company recognizes the importance of the roles, duties, and responsibilities of directors, who are crucial individuals in conducting business to achieve objectives or goals and to grow steadily and sustainably. The Board of Directors should comprise directors with diverse qualifications, including skills, experience, specialized abilities beneficial to the Company, as well as dedication of time and effort in performing their duties. When a directorship becomes vacant, the Company mandates the Board of Directors to undertake the search, selection, and determination of remuneration for new directors. To ensure that individuals appointed as directors possess the desired qualifications, the Company has established the following principles and guidelines for director recruitment and remuneration:

Recruitment Responsibilities: The Board of Directors has the following detailed duties:

- 1) Establish policies, criteria, and methods for recruiting individuals to serve as directors in a manner appropriate and consistent with the Company's specific characteristics.
- 2) Diligently verify that the nominated individual possesses qualifications that do not contravene the laws or regulations of the Stock Exchange of Thailand, the Securities and Exchange Commission, and the Company's Articles of Association. This includes checking the list of nominees for directorships with relevant agencies to ensure that they are not blacklisted or removed from lists compiled by these agencies.
- 3) Approach individuals whose qualifications align with the established criteria to ensure that such individuals are willing to accept a directorship in the Company if appointed by the shareholders.
- 4) Propose names for the Board of Directors' consideration and inclusion in the notice of the shareholders' meeting for subsequent appointment by the shareholders' meeting.
- 5) The Board of Directors may be assigned to consider the recruitment of senior executives, especially for the position of Chief Executive Officer.

Remuneration Determination Responsibilities: The Board of Directors has the following detailed duties:

- 1) Determine the necessary and appropriate remuneration, both monetary and non-monetary, for each member of the Board of Directors annually. This consideration should be based on their experience, roles, duties, responsibilities, performance, the operating results of the Company and its subsidiaries, and compared with companies in the same industry, as well as the expected benefits from the directors. It should also align with the Company's long-term strategies and goals and be linked to the value the Company creates for shareholders.
- 2) Directors' remuneration should be structured to be comparable with industry practices, taking into account experience, duties, scope of roles and responsibilities, as well as the expected benefits from each director. Directors assigned additional duties and responsibilities, such as serving as members of sub-committees, should receive appropriate additional remuneration.
- 3) Consider determining the annual remuneration of the Chief Executive Officer, taking into account the performance evaluation results of the Board of Directors and the Chief Executive Officer, and include it as an agenda item for approval at the Annual General Meeting of Shareholders.
- 4) The remuneration of the Chief Executive Officer and senior executives should adhere to the principles and policies established by the Board of Directors within the framework approved by the shareholders' meeting, and for the utmost benefit of the Company. The level of remuneration, including salary, bonuses, and long-term incentive compensation, should be consistent with the Company's performance and the individual performance of each executive.
- 5) Consider establishing guidelines for the performance evaluation of the Board of Directors and the Chief Executive Officer for the purpose of determining annual remuneration.

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

Remuneration of executive directors and executives

Monetary remuneration of executive directors and executives

	2023	2024	2025
Total remuneration of executive directors and executives (baht)	35,155,041.92	38,288,999.52	35,817,895.83
Total remuneration of executive directors (baht)	0.00	0.00	0.00
Total remuneration of executives (baht)	35,155,041.92	38,288,999.52	35,817,895.83

The Board of Directors and the Nomination and Remuneration Committee oversee to ensure that a compensation structure is established as an incentive for the Chief Executive Officer, senior executives, and other personnel at all levels to perform in alignment with the organization's objectives and key goals, and in line with the long-term interests of the business, including:

- 1) Consideration of the appropriateness of the proportion of compensation as salary, short-term performance (e.g., bonuses), and long-term performance (e.g., Employee Stock Ownership Plan).
- 2) Policy formulation regarding compensation payment, considering various factors such as compensation levels higher than or equal to industry levels, based on the estimated performance of the business.
- 3) Policy formulation regarding evaluation criteria and communication for awareness.

Other remunerations of executive directors and executives

	2023	2024	2025
Company's contribution to provident fund for executive directors and executives (Baht)	448,332.00	371,916.00	351,200.00
Employee Stock Ownership Plan (ESOP)	No	No	No
Employee Joint Investment Program (EJIP)	No	No	No

Outstanding remuneration or benefits of executive directors and executives

Outstanding remuneration or benefits of executive directors and executives in the past year : 38,288,999.52

Estimated remuneration of executive directors and executives in the current year : 35,817,895.83

Other significant information

Other significant information

Assigned person

List of persons assigned for accounting oversight

General information	Email	Telephone number
1. Mr. ANURAK PROMMONGKON	anurak@medezegroup.com	091-599-9999 (ต่อ 139)

List of the company secretary

General information	Email	Telephone number
1. Ms. PIMNARADA YONGPRAYOON	comsec@medezegroup.com	091-599-9999 (ต่อ 336)

List of the head of internal audit or outsourced internal auditor

General information	Email	Telephone number
1. Mr. APINAN SRIPRAMOCH	dia@diaaudit.com	0-2259-5300

List of the head of the compliance unit

Head of investor relations

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

List of the head of investor relations

General information	Email	Telephone number
1. Mr. PHIPHAT PHISANUWONGRAK	ir@medezegroup.com	091-599-9999 (กด 2)

Company's auditor

Details of the company's auditor

Audit firms	Audit fee (Baht)	Other service fees	Names and general information of auditors
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Audit firms	Audit fee (Baht)	Other service fees	Names and general information of auditors
<p>EY OFFICE LIMITED NO. 1875 ONE BANGKOK TOWER 3, LEVEL 34 - 37, RAMA 4 ROAD, LUMPHINI PATHUM WAN Bangkok 10330 Telephone number +66 2264 9090</p>	<p>3,020,000.00</p>	<p>Types of non-audit service : Other expenses (Out of pocket)</p> <p>Details of non-audit service : Travel expenses, accommodation expenses, per diem for out-of-town assignments, and expenses for preparing various documents, etc.</p> <p>Amount paid during the fiscal year 73,126.50 baht Amount to be paid in the future 9,570.00 baht Total non-audit fee 82,696.50 baht</p>	<p>1. Mr. PREECHA ARUNNARA Email: Preecha. Arunnara@th.ey.com Telephone number: 02-264-0777 ต่อ 77039 License number: 5800</p>

Details of the auditors of the subsidiaries

Audit firms	Audit fee (Baht)	Other service fees	Names and general information of auditors
<p>EY OFFICE LIMITED NO. 1875 ONE BANGKOK TOWER 3, LEVEL 34 - 37, RAMA 4 ROAD, LUMPHINI PATHUM WAN Bangkok 10330 Telephone number +66 2264 9090</p>	<p>1,555,000.00</p>	<p>Types of non-audit service : Agreed-upon procedures (AUP for BOI, Stock Destruction, Other Expenses (Out of Pocket))</p> <p>Details of non-audit service : Travel expenses, accommodation expenses, per diem for out-of-town assignments, and expenses for preparing various documents, etc.</p> <p>Amount to be paid in the future 243,288.00 baht Total non-audit fee 243,288.00 baht</p>	<p>1. Mr. PREECHA ARUNNARA Email: Preecha. Arunnara@th.ey.com Telephone number: 02-264-0777 ต่อ 77039 License number: 5800</p>

Assigned personnel in case of a foreign company

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

List of designated individuals as representatives in Thailand

Performance Report on Corporate Governance

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

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

The performance of the Board of Directors in 2025 can be summarized as follows: The Board of Directors is committed to conducting business in accordance with the law, the company's objectives, regulations, and resolutions of the shareholders' meetings, as well as the principles of good corporate governance (Corporate Governance) as prescribed by the Stock Exchange of Thailand ("SET") and the principles of good corporate governance for listed companies in 2017 as prescribed by the Securities and Exchange Commission ("SEC"), to create sustainable value for the business. Furthermore, the Board of Directors has monitored the company's operating performance reports and financial status every quarter, and jointly considered and planned strategies and policies for business operations to ensure the company's continuous operation and adaptability to various changing factors that may impact the business, thereby enabling the company to operate smoothly and enhance its future competitiveness. In this regard, the Board of Directors has overseen the adequacy of the company's internal control system and ensured the disclosure of accurate and complete financial reports in accordance with relevant financial reporting standards, to build confidence among the company's investors and shareholders.

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

Information about the selection of the board of directors

List of directors whose terms have ended and have been reappointed

List of directors	Position	First appointment date of director	Skills and expertise
Dr. VEERAPOL KHEMARANGSAN	Director	27 Jul 2022	Health Care Services, Leadership, Corporate Management, Strategic Management, Negotiation
Mr. TANUT KUNKANJANAWAN	Director	27 Jul 2022	Health Care Services, Data Management, Data Analysis, Risk Management, Strategic Management

List of directors	Position	First appointment date of director	Skills and expertise
Mrs. SUPHAWADEE KONGTAVEE	Director	27 Jul 2022	Finance, Audit, Risk Management, Public Administration, Data Analysis
Mr. THANABODHI SWASDISRI	Director	27 Jul 2022	Law, Leadership

List of newly appointed director to replace the ex-director

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

Selection of independent directors

Criteria for selecting independent directors

Independent directors must possess the following qualifications:

1. Holds shares not exceeding 1 percent of the paid-up registered capital of the company, its subsidiaries, or associated companies, including shares held by related persons of the independent director.
2. Not a director with signing authority to bind the company, an employee, staff, or a consultant receiving a regular salary from the company, its subsidiaries, associated companies, or major shareholders.
3. Not a director entrusted with the responsibility for the day-to-day business operations of the company, its subsidiaries, associated companies, or major shareholders.
4. No direct or indirect financial or management interest.
5. Not an auditor of the company, its subsidiaries, or any entity that may have a conflict of interest.
6. Not a professional service provider who receives service fees exceeding 2 million baht per year from the company, its subsidiaries, or any entity that may have a conflict of interest.
7. Not a related person or close relative of the executives or major shareholders.
8. Not an appointed director representing the interests of directors of the company, its subsidiaries, or major shareholders.
9. Possesses no other characteristics that would prevent them from providing independent opinions regarding the company's operations.

Business or professional relationships of independent directors over the past year

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

Selection of directors and the highest-ranking executive

Method for selecting directors and the highest-ranking executive

Method for selecting persons to be appointed as directors through the nomination committee : Yes

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

Number of directors from major shareholders

Number of directors from each group of major shareholders over the past year (persons) : 1

Rights of minority shareholders on director appointment

The Company provides shareholders with the opportunity to nominate individuals for selection as directors at least one month in advance, by notifying through the news system of the Stock Exchange of Thailand and the Company's website. However, in 2025, no shareholder nominated any individual for election as a Company director.

Criteria and Methods for the Election of Directors at the Shareholders' Meeting

1. Each shareholder shall have votes equal to the number of shares held, i.e., one share equals one vote.
2. Each shareholder shall cast all votes available under (1) to elect one or more individuals as directors. In the case of electing multiple individuals as directors, votes cannot be split among them. During voting, shareholders shall use individual ballots to appoint directors, based on the list of nominated individuals for directorship on the ballot.
3. Individuals who receive the highest votes in descending order shall be elected as directors, up to the number of directors to be appointed or elected at that time. In the event that individuals elected in subsequent ranks receive an equal number of votes exceeding the number of directors to be appointed or elected at that time, the Chairman shall cast the deciding vote.

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

Setting qualifications for the selection of directors

Details of qualifications for the selection of directors

Qualifications, knowledge, or experience	Skill and expertise
<p>1. Directors must possess qualifications and not have prohibited characteristics as stipulated in the Public Limited Company Act B. E. 2535 (1992), and must not possess characteristics indicating a lack of suitability to be entrusted with managing a public company as prescribed by the Securities and Exchange Commission. 2. Be a person of integrity and ethics and have a good work history. 3. Possess knowledge or experience in business administration, or in finance, accounting, or other fields deemed appropriate by the Board of Directors. 4. Be able to attend all Board of Directors meetings and Shareholders' meetings, except in cases of necessity or force majeure. 5. The Board of Directors recognizes the effectiveness of performing duties as a company director and therefore emphasizes that the number of companies in which a director holds a position should not be excessive. Directors should hold directorships in no more than 5 listed companies on the Stock Exchange of Thailand. 6. Other qualifications that may be further prescribed to comply with laws and other appropriateness in the future.</p>	<p>Health Care Services, Accounting, Finance, Audit, Business Administration</p>

Information on the development of directors

Development of directors over the past year

Details of the development of directors over the past year

List of directors	Participation in training in the past financial year	History of training participation
<p>1. Ph.D. WATCHAREE TINTANI (Chairman of the board of directors, Independent director)</p>	<p>Non-participating</p>	<p>Thai Institute of Directors (IOD)</p> <ul style="list-style-type: none"> • 2022: Director Accreditation Program (DAP)

List of directors	Participation in training in the past financial year	History of training participation
<p>2. Mr. PIYAWAT RATCHAPOLSITTE (Vice-chairman of the board of directors, Independent director)</p>	<p>Non-participating</p>	<p>Thai Institute of Directors (IOD)</p> <ul style="list-style-type: none"> • 2024: Strategic Board Master Class (SBM) • 2023: The Boards Role in Mergers and Acquisitions (BMA) • 2016: Director Certification Program (DCP) <p>Other</p> <ul style="list-style-type: none"> • 2023: - • 2021: - • 2019: -
<p>3. Dr. VEERAPOL KHEMARANGSAN (Director)</p>	<p>Non-participating</p>	<p>Thai Institute of Directors (IOD)</p> <ul style="list-style-type: none"> • 2019: Board Nomination and Compensation Program (BNCP) • 2019: Director Accreditation Program (DAP) • 2019: Director Certification Program (DCP) <p>Other</p> <ul style="list-style-type: none"> • 2020: - • 2020: - • 2019: - • 2018: -

List of directors	Participation in training in the past financial year	History of training participation
4. Mrs. PHUNURAI AKKARASACKSAKUN (Director)	Non-participating	Thai Institute of Directors (IOD) <ul style="list-style-type: none"> • 2019: Board Nomination and Compensation Program (BNCP) • 2019: Director Accreditation Program (DAP) Other <ul style="list-style-type: none"> • 2019: - • 2018: -

List of directors	Participation in training in the past financial year	History of training participation
5. Dr. RACHANEE O-CHAROEN (Director)	Non-participating	Thai Institute of Directors (IOD) <ul style="list-style-type: none"> • 2020: Director Accreditation Program (DAP) Other <ul style="list-style-type: none"> • 2023: - • 2022: - • 2022: - • 2022: - • 2022: - • 2022: - • 2021: - • 2021: - • 2021: - • 2021: - • 2021: - • 2021: - • 2021: - • 2021: - • 2021: - • 2021: - • 2021: - • 2020: - • 2019: - • 2019: -
6. Ms. DANITA PHITHAKNETIKUN (Director)	Non-participating	Thai Institute of Directors (IOD) <ul style="list-style-type: none"> • 2019: Director Certification Program (DCP)

List of directors	Participation in training in the past financial year	History of training participation
7. Mr. TANUT KUNKANJANAWAN (Director)	Non-participating	Thai Institute of Directors (IOD) • 2019: Director Accreditation Program (DAP)
8. Mr. WANCHAI CHANTRAPITAK (Director, Independent director)	Non-participating	Thai Institute of Directors (IOD) • 2022: Director Accreditation Program (DAP) Other • 2011: -
9. Mrs. SUPHAWADEE KONGTAVEE (Director, Independent director)	Non-participating	Thai Institute of Directors (IOD) • 2022: Director Accreditation Program (DAP) Other • 2015: - • 2015: - • 2008: - • 2007: - • 2006: -
10. Ph.D. SHIVATRA TALCHAI (Director, Independent director)	Non-participating	Thai Institute of Directors (IOD) • 2022: Director Accreditation Program (DAP) Other • 2011: - • 2010: -

List of directors	Participation in training in the past financial year	History of training participation
11. Mr. THANABODHI SWASDISRI (Director, Independent director)	Non-participating	Thai Institute of Directors (IOD) • 2006: Director Certification Program (DCP) Other • 2021: - • 2018: -

Information on the evaluation of duty performance of directors

Criteria for evaluating the duty performance of the board of directors

The Board of Directors conducts the annual performance evaluation of the Board of Directors, sub-committees, and individual directors. The evaluation results are utilized for enhancing the efficiency of the Board of Directors' performance.

- The performance evaluation of the Board of Directors, sub-committees, and individual directors is conducted at least once a year to allow the Board of Directors to collectively review performance and issues for future improvement, by establishing systematic criteria for comparing performance.
- For the annual performance evaluation of the Board of Directors and its sub-committees, both collectively and individually, it will be a self-evaluation. Furthermore, the criteria, procedures, and evaluation results will be disclosed in the annual report.

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- The evaluation results of the Board of Directors are used to consider the suitability of the Board's composition in terms of knowledge, skills, and experience.

Performance Evaluation Process

Regarding the process for evaluating the performance of the entire Board and self-evaluation, the Board of Directors will consider both the performance evaluation forms for the Board of Directors and sub-committees, as well as questionnaires regarding information needs to enhance the knowledge and capabilities of directors in performing their duties, before submitting them to the Board of Directors for consideration.

The Corporate Secretary's Office has sent evaluation forms to all directors to assess the performance of the directors, the Board of Directors, and its committees.

After the sub-committee directors holding positions have completed their evaluations, the Corporate Secretary will collect and summarize the results and present them to the Board of Directors for acknowledgment.

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

Results of the Board of Directors' Performance Evaluation

The performance evaluation of the Board of Directors will be conducted annually, with the evaluation divided into two (2) types.

1. Performance evaluation of individual directors. Key topics include:

- 1.1 Structure and Qualifications of the Board of Directors
- 1.2 Board Meetings
- 1.3 Roles, Duties, and Responsibilities of the Board of Directors

2. Performance evaluation of the entire Board of Directors. Key topics include:

- 2.1 The structure and qualifications of the Board of Directors are appropriate, making the company's Board of Directors efficient.
- 2.2 Board meetings to enable the Board of Directors to perform their duties effectively.
- 2.3 The roles, duties, and responsibilities of the Board of Directors have been given sufficient importance and time for consideration, review, and execution.
- 2.4 Other matters, such as the relationship between the Board and management (e.g., the Board not interfering with management's duties) and the self-development of directors and executives.

The performance evaluation results of the entire Board of Directors and their self-assessment for the year 2568 (2025) were found to be in the highest score range, or excellent.

Results of the sub-committee evaluation, with key topics including:

- 1. The structure and qualifications of the Board of Directors are appropriate, leading to efficient board operations.
- 2. Sub-committee meetings have been conducted to enable the Board of Directors to perform their duties effectively in meetings.
- 3. The roles, duties, and responsibilities of the sub-committees have been given sufficient importance and time for consideration, review, and execution in the following matters: accurate and reliable financial statements, ensuring the company operates in compliance with laws and regulations, considering related party transactions and transactions with conflicts of interest in accordance with criteria, appointing and removing the head of internal audit, considering, selecting, proposing the appointment, removal, and remuneration of auditors, etc.

Individual self-assessment of the Audit Committee, with key topics including:

- 1. Structure and Qualifications of the Board of Directors
- 2. Board Meetings
- 3. Roles, Duties, and Responsibilities of the Board of Directors

The performance evaluation results of the entire Audit Committee and their self-assessment for the year 2568 (2025) were found to be in the highest score range, or excellent.

Details of the evaluation of the duty performance of the board of directors

List of directors	Assessment form	Grade / Average score received	Grade / Full score
Board of Directors	Group assessment	3.80	4.00
	Self-assessment	3.81	4.00

List of directors	Assessment form	Grade / Average score received	Grade / Full score
	Cross-assessment (assessment of another director)	None	None
Audit Committee	Group assessment	3.84	4.00
	Self-assessment	3.80	4.00
	Cross-assessment (assessment of another director)	None	None
Investment Committee	Group assessment	3.80	4.00
	Self-assessment	3.73	4.00
	Cross-assessment (assessment of another director)	None	None
Executive Committee	Group assessment	3.69	4.00
	Self-assessment	3.71	4.00
	Cross-assessment (assessment of another director)	None	None

Performance evaluation criteria for the executives

Performance evaluation criteria for the executives : Yes

The company has established an annual performance evaluation form, which is conducted once a year, with the following details:

1. The Chief Officer has prioritized and dedicated sufficient time to considering important matters related to the company's direction, strategies, and business operational plans.
2. The Chief Officer has prioritized the planning and reviewing of the annual budget.
3. The Chief Officer has prioritized reviewing assigned policies.
4. The Chief Officer understands the roles, duties, and responsibilities of the position.
5. The Chief Officer has appropriately reviewed and performed duties within their scope of authority.
6. The Chief Officer has performed duties in accordance with the company's business ethics principles with high ethical standards.
7. The Chief Officer has appropriately prioritized controlling operations under their responsibility.
8. The Chief Officer has prioritized reviewing and managing the risks of the responsible department.
9. The Chief Officer prepares and studies sufficient information before attending meetings.
10. The Chief Officer can appropriately provide advice or recommendations to the Executive Board and subordinates.

11. The Chief Officer attends meetings regularly.
12. The Chief Officer has provided constructive feedback regarding the company's operations.
13. The Chief Officer possesses sufficient knowledge and understanding of the company's business to perform duties effectively.
14. The Chief Officer diligently seeks information and monitors important news regarding economic conditions and regulatory changes, which helps in performing duties effectively.
15. The Chief Officer is encouraged to attend training to understand the performance of duties as a Chief Line Officer.
16. The Chief Officer dedicates sufficient time and effort to performing duties for the company with integrity.
17. The Chief Officer regularly monitors and controls the operations of the department under their supervision.
18. The Chief Officer continuously develops and learns to enhance skills in performing duties.
19. The Chief Officer possesses appropriate qualifications, such as transparency and fairness in performing duties.
20. The Chief Line Officer does not interfere with the operations of other departments.

Information on meeting attendance and remuneration payment to each board member

Meeting attendance and remuneration payment to each board member

Meeting attendance of the board of directors

Meeting attendance of the board of directors

Number of the board of directors meeting over the : 6
past year (times)
Date of AGM meeting : 25 Apr 2025
EGM meeting : No

Details of the board of directors' meeting attendance

Names of Board members	Meeting attendance of the board of directors			AGM meeting attendance			EGM meeting attendance		
	Attendance (times)	/	Meeting rights (times)	Attendance (times)	/	Meeting rights (times)	Attendance (times)	/	Meeting rights (times)
1. Ph.D. WATCHAREE TINTANI (Chairman of the board of directors, Independent director)	6	/	6	1	/	1		/	

Names of Board members	Meeting attendance of the board of directors			AGM meeting attendance			EGM meeting attendance		
	Attendance (times)	/	Meeting rights (times)	Attendance (times)	/	Meeting rights (times)	Attendance (times)	/	Meeting rights (times)
2. Mr. PIYAWAT RATCHAPOLSITTE (Vice-chairman of the board of directors, Independent director)	6	/	6	1	/	1		/	
3. Dr. VEERAPOL KHEMARANGSAN (Director)	6	/	6	1	/	1		/	
4. Mrs. PHUNURAI AKKARASACKSAKUN (Director)	6	/	6	1	/	1		/	
5. Dr. RACHANEE O-CHAROEN (Director)	6	/	6	0	/	1		/	
6. Ms. DANITA PHITHAKNETIKUN (Director)	6	/	6	1	/	1		/	
7. Mr. TANUT KUNKANJANAWAN (Director)	6	/	6	1	/	1		/	
8. Mr. WANCHAI CHANTRAPITAK (Director, Independent director)	6	/	6	1	/	1		/	
9. Mrs. SUPHAWADEE KONGTAVEE (Director, Independent director)	6	/	6	1	/	1		/	

Names of Board members	Meeting attendance of the board of directors			AGM meeting attendance			EGM meeting attendance		
	Attendance (times)	/	Meeting rights (times)	Attendance (times)	/	Meeting rights (times)	Attendance (times)	/	Meeting rights (times)
10. Ph.D. SHIVATRA TALCHAI (Director, Independent director)	6	/	6	1	/	1		/	
11. Mr. THANABODHI SWASDISRI (Director, Independent director)	6	/	6	1	/	1		/	
12. Mr. WANCHAI SATTAYAWUTHIPONG (Director, Independent director)	1	/	1	1	/	1		/	
13. Ms. SUPAKARN KIJGOSOL (Director)	3	/	3	1	/	1		/	

Summary of the board of directors meeting attendance rate

Names of directors	Board of directors meeting attendance rate	AGM meeting attendance rate	EGM meeting attendance rate
1. Ph.D. WATCHAREE TINTANI (Chairman of the board of directors)	6/6 (100.00%)	1/1 (100.00%)	N/A
2. Mr. PIYAWAT RATCHAPOLSITTE (Vice-chairman of the board of directors)	6/6 (100.00%)	1/1 (100.00%)	N/A
3. Dr. VEERAPOL KHEMARANGSAN (Director)	6/6 (100.00%)	1/1 (100.00%)	N/A

Names of directors	Board of directors meeting attendance rate	AGM meeting attendance rate	EGM meeting attendance rate
4. Mrs. PHUNURAI AKKARASACKSAKUN (Director)	6/6 (100.00%)	1/1 (100.00%)	N/A
5. Dr. RACHANEE O-CHAROEN (Director)	6/6 (100.00%)	0/1 (0.00%)	N/A
6. Ms. DANITA PHITHAKNETIKUN (Director)	6/6 (100.00%)	1/1 (100.00%)	N/A
7. Mr. TANUT KUNKANJANAWAN (Director)	6/6 (100.00%)	1/1 (100.00%)	N/A
8. Mr. WANCHAI CHANTRAPITAK (Director)	6/6 (100.00%)	1/1 (100.00%)	N/A
9. Mrs. SUPHAWADEE KONGTAVEE (Director)	6/6 (100.00%)	1/1 (100.00%)	N/A
10. Ph.D. SHIVATRA TALCHAI (Director)	6/6 (100.00%)	1/1 (100.00%)	N/A
11. Mr. THANABODHI SWASDISRI (Director)	6/6 (100.00%)	1/1 (100.00%)	N/A
12. Mr. WANCHAI SATTAYAWUTHIPONG (Director)	1/1 (100.00%)	1/1 (100.00%)	N/A
13. Ms. SUPAKARN KIJGOSOL (Director)	3/3 (100.00%)	1/1 (100.00%)	N/A
Average meeting attendance rate	100.00%	92.31%	N/A

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

Remuneration of the board of directors

Types of remuneration of the board of directors

In determining the remuneration for the company's directors and sub-committee directors for the year 2568 (2025), the following information is provided for consideration:

In accordance with the Principles of Good Corporate Governance for Listed Companies (CG Code), guidelines for proposing directors' remuneration for shareholder approval have been established, with key points summarized as follows:

1. Directors' remuneration should be consistent with the company's long-term strategies and goals, experience, duties, scope of roles and responsibilities (accountability and responsibility), as well as the expected benefits from each director.
2. Shareholders must approve the structure and rates of directors' remuneration, both monetary and non-monetary forms. The Board of Directors should consider the appropriateness of each form of remuneration, including fixed remuneration (e.g., monthly compensation, meeting allowances) and performance-based remuneration (e.g., bonuses, gratuities). This should be linked to the value the company creates for shareholders but should not be excessively high to the point of encouraging a focus solely on short-term performance.

This is set as meeting allowances and bonuses. Meeting allowances will be paid to directors attending meetings of each committee on a per-meeting basis, and annual bonuses will be paid to directors, not exceeding 3,900,000 Baht.

1. Board of Directors

- Chairman: Meeting allowance 25,000 Baht/meeting and bonus 430,000 Baht/year
- Independent Director: Meeting allowance 20,000 Baht/meeting and bonus 300,000 Baht/year
- Director: Meeting allowance 15,000 Baht/meeting and bonus 263,000 Baht/year

2. Audit Committee

- Chairman: Meeting allowance 20,000 Baht/meeting and no bonus
- Director: Meeting allowance 15,000 Baht/meeting and no bonus

3. Investment Committee

- Chairman: Meeting allowance 20,000 Baht/meeting and no bonus
- Director: Meeting allowance 15,000 Baht/meeting and no bonus

4. Executive Committee

No meeting allowance and no bonus will be paid.

For the year 2568 (2025), the company paid a total of 1,540,000 Baht in meeting allowances to directors.

Remuneration of the board of directors

Details of the remuneration of each director over the past year

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
1. Ph.D. WATCHAREE TINTANI (Chairman of the board of directors, Independent director)			555,000.00		0.00
Board of Directors (Chairman of the board of directors)	125,000.00	430,000.00	555,000.00	No	
Corporate Governance and Sustainability Committee (The chairman of the subcommittee)	0.00	0.00	0.00	No	
2. Mr. PIYAWAT RATCHAPOLSITTE (Vice-chairman of the board of directors, Independent director)			540,000.00		0.00
Board of Directors (Vice-chairman of the board of directors)	100,000.00	300,000.00	400,000.00	No	
Audit Committee (Member of the audit committee)	60,000.00	0.00	60,000.00	No	
Investment Committee (The chairman of the subcommittee)	80,000.00	0.00	80,000.00	No	

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
3. Dr. VEERAPOL KHEMARANGSAN (Director)			398,000.00		0.00
Board of Directors (Director)	75,000.00	263,000.00	338,000.00	No	
Executive Committee (The chairman of the executive committee)	0.00	0.00	0.00	No	
Corporate Governance and Sustainability Committee (Member of the subcommittee)	0.00	0.00	0.00	No	
Investment Committee (Member of the subcommittee)	60,000.00	0.00	60,000.00	No	
4. Mrs. PHUNURAI AKKARASACKSAKUN (Director)			338,000.00		0.00
Board of Directors (Director)	75,000.00	263,000.00	338,000.00	No	
Executive Committee (Member of the executive committee)	0.00	0.00	0.00	No	
Nomination and Remuneration Committee (Member of the subcommittee)	0.00	0.00	0.00	No	

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
Corporate Governance and Sustainability Committee (Member of the subcommittee)	0.00	0.00	0.00	No	
5. Dr. RACHANEE O- CHAROEN (Director)			338,000.00		0.00
Board of Directors (Director)	75,000.00	263,000.00	338,000.00	No	
Executive Committee (Member of the executive committee)	0.00	0.00	0.00	No	
6. Ms. DANITA PHITHAKNETIKUN (Director)			338,000.00		0.00
Board of Directors (Director)	75,000.00	263,000.00	338,000.00	No	
Executive Committee (Member of the executive committee)	0.00	0.00	0.00	No	
7. Mr. TANUT KUNKANJANAWAN (Director)			338,000.00		0.00
Board of Directors (Director)	75,000.00	263,000.00	338,000.00	No	
Executive Committee (Member of the executive committee)	0.00	0.00	0.00	No	

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
8. Mr. WANCHAI CHANTRAPITAK (Director, Independent director)			540,000.00		0.00
Board of Directors (Director)	100,000.00	300,000.00	400,000.00	No	
Audit Committee (Chairman of the audit committee)	80,000.00	0.00	80,000.00	No	
Investment Committee (Member of the subcommittee)	60,000.00	0.00	60,000.00	No	
9. Mrs. SUPHAWADEE KONGTAVEE (Director, Independent director)			460,000.00		0.00
Board of Directors (Director)	100,000.00	300,000.00	400,000.00	No	
Audit Committee (Member of the audit committee)	60,000.00	0.00	60,000.00	No	
Nomination and Remuneration Committee (Member of the subcommittee)	0.00	0.00	0.00	No	
10. Ph.D. SHIVATRA TALCHAI (Director, Independent director)			460,000.00		0.00

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
Board of Directors (Director)	100,000.00	300,000.00	400,000.00	No	
Audit Committee (Member of the audit committee)	60,000.00	0.00	60,000.00	No	
11. Mr. THANABODHI SWASDISRI (Director, Independent director)			400,000.00		0.00
Board of Directors (Director)	100,000.00	300,000.00	400,000.00	No	
Nomination and Remuneration Committee (The chairman of the subcommittee)	0.00	0.00	0.00	No	
12. Mr. WANCHAI SATTAYAWUTHIPONG (Director, Independent director)			320,000.00		0.00
Board of Directors (Director)	20,000.00	300,000.00	320,000.00	No	
13. Ms. SUPAKARN KJGOSOL (Director)			293,000.00		0.00
Board of Directors (Director)	30,000.00	263,000.00	293,000.00	No	
Executive Committee (Member of the executive committee)	0.00	0.00	0.00	No	

Summary of the remuneration of each committee over the past year

Names of board members	Meeting allowance	Other monetary remuneration	Total (Baht)
1. Board of Directors	1,050,000.00	3,808,000.00	4,858,000.00
2. Audit Committee	260,000.00	0.00	260,000.00
3. Executive Committee	0.00	0.00	0.00
4. Investment Committee	200,000.00	0.00	200,000.00
5. Nomination and Remuneration Committee	0.00	0.00	0.00
6. Corporate Governance and Sustainability Committee	0.00	0.00	0.00

Summary of the remuneration of the board of directors

	2023	2024	2025
Meeting allowance (Baht)	0.00	2,100,000.00	1,510,000.00
Other monetary remuneration (Baht)	0.00	3,808,000.00	3,808,000.00
Total (Baht)	0.00	5,908,000.00	5,318,000.00

Remunerations or benefits pending payment to the board of directors

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

Information on corporate governance of subsidiaries and associated companies

Corporate governance of subsidiaries and associated companies

Mechanism for overseeing subsidiaries and associated companies

Does the Company have subsidiaries and associated : Yes
companies

Mechanism for overseeing subsidiaries and : Yes
associated companies

Mechanism for overseeing management and taking : The appointment of representatives as directors,
responsibility for operations in subsidiaries and executives, or controlling persons in proportion to
associated companies approved by the board of shareholding, The determination of the scope of duties
directors and responsibilities of directors and executives as company
representatives in establishing important policies,

Disclosure of financial condition and operating results,
Transactions between the company and related parties,
Other significant transactions, Acquisition or disposal of
assets, Internal control system of the subsidiary operating
the core business is appropriate and sufficient in the
subsidiary operating the core business

The Company establishes direct and indirect oversight mechanisms for its subsidiaries and/or associates, and implements measures to monitor the management of subsidiaries and/or associates, to safeguard the Company's investment interests and to control, manage, and be responsible for the operations of subsidiaries as if they were an integral part of the Company, as follows:

1. The Board of Directors is responsible for monitoring and overseeing the management and operations of subsidiaries and/or associates (*mutatis mutandis*) to ensure compliance with the policies set by the company, laws related to business operations, including securities and exchange laws, notifications of the Capital Market Supervisory Board, and regulations of the Stock Exchange of Thailand (*mutatis mutandis*), provided that they do not conflict with other laws.
2. The Board of Directors is responsible for appointing representatives to serve as directors and executives in subsidiaries and/or associates, at least in proportion to the shareholding in subsidiaries and/or associates engaged in core businesses, and shall have procedures or requirements ensuring that such appointments receive approval from the Board of Directors' meeting. It shall also clearly define the scope of duties and responsibilities of the appointed representatives serving as directors and executives in such subsidiaries, and ensure that the consideration of such directors and executives at the subsidiary's board meetings on important matters must receive prior approval from the company's Board of Directors' meeting, unless there are restrictions under other laws, conditions of joint ventures with government agencies, or other cases as prescribed by securities and exchange laws, notifications of the Capital Market Supervisory Board, or regulations of the Stock Exchange of Thailand. Furthermore, the aforementioned directors and executives of subsidiaries and/or associates who are appointed or nominated must possess qualifications, roles, duties, and responsibilities as stipulated by relevant laws, and must not exhibit characteristics indicating a lack of trustworthiness as defined by the notification of the Securities and Exchange Commission regarding the determination of characteristics indicating a lack of trustworthiness of directors and executives of companies.
3. The Board of Directors is responsible for ensuring that subsidiaries and/or associates have internal control systems, risk management systems, and anti-corruption systems. It shall also establish measures to monitor the performance of subsidiaries and/or associates efficiently, consistently, and rigorously enough to ensure that their operations comply with the company's plans, budgets, and policies, including laws and notifications regarding good corporate governance for listed companies, as well as relevant notifications, regulations, and criteria of the Capital Market Supervisory Board, the Securities and Exchange Commission, and the Stock Exchange of Thailand, effectively and continuously. Furthermore, the Board of Directors is responsible for monitoring and ensuring that the directors and executives of subsidiaries and/or associates perform their duties and responsibilities as prescribed by law.
4. The Board of Directors is responsible for ensuring that subsidiaries and/or associates disclose important information, such as information regarding financial position and operating results, connected transactions and transactions that may have conflicts of interest of subsidiaries and/or associates, significant asset acquisitions or disposals, and any other important transactions that are not ordinary business transactions of subsidiaries and/or associates. Such disclosure must provide sufficient, complete, and accurate information within the timeframe specified by the company and in accordance with the criteria of relevant authorities.
5. In the event that a subsidiary agrees to enter into a connected transaction with a connected person of the subsidiary, or a transaction involving the acquisition or disposal of assets of the subsidiary, in accordance with the criteria specified in the notifications of the Capital Market Supervisory Board and/or the Stock Exchange of Thailand (as the case may be), the company and its subsidiaries must comply with the rules and procedures stipulated in such

notifications for those matters before entering into such transactions (*mutatis mutandis*). The subsidiary must comply with the rules and procedures stipulated in such notifications, similar to when the company itself is the party entering into the transaction.

Such transactions must be approved by the Board of Directors' meeting and/or the shareholders' meeting of the company, in accordance with the notifications of the Capital Market Supervisory Board and/or the Stock Exchange of Thailand and/or relevant laws. The company and its subsidiaries shall consider the size of the transaction in comparison with the company's consolidated financial statements.

6. In the event that a subsidiary and/or an associate undertakes any action that may significantly affect the financial position and operating results of the company, or any other benefits that the company should receive as a shareholder of the subsidiary and/or associate, such subsidiary and/or associate may proceed only after receiving consideration and approval from the shareholders' meeting and/or the Board of Directors' meeting of the company, as deemed appropriate by the company's Board of Directors. The company's Board of Directors shall determine the details thereof.

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

The monitoring of compliance with corporate governance policy and guidelines

Prevention of conflicts of interest

Operations for conflict of interest prevention over the past year

Has the company operated in preventing conflicts of interest over the past year : No / In progress

The company recognizes the importance of conducting business with integrity, transparency, and accountability, which are principles of good corporate governance and enhance organizational efficiency. Therefore, the company has established a policy requiring directors, executives, and employees to avoid any actions that may conflict with the company's interests, which may arise from:

- (1) Contact with the company's business stakeholders, such as customers, business partners, etc.
- (2) Using company opportunities or inside information to seek personal gain.
- (3) Transactions with the company.
- (4) Engaging in businesses that compete with the company.

resulting in the company incurring losses. In unavoidable circumstances where such transactions are necessary, the company shall ensure that they are conducted with transparency, fairness, and as if they were conducted with independent third parties, while considering the company's best interests and fairness to all stakeholders. To prevent conflicts of interest, the company has established the following guidelines:

1. The company shall not provide loans or guarantees to directors or to entities in which directors hold more than 50% of the shares, unless it is part of the company's welfare benefits.
2. Directors must not engage in businesses that compete with the company, unless approved by the shareholders' meeting prior to their appointment as directors.

3. Directors and executives must not use company opportunities or information to benefit themselves or others, including engaging in businesses that compete with the company or related businesses.
4. Directors and executives must not participate in meetings or abstain from voting on items related to themselves that may create a conflict of interest with the company. If it is necessary to proceed for the company's benefit, such transactions must be conducted as if they were with independent third parties (Arms Length Basis).
5. Directors and executives must disclose their interests in various contracts entered into by the company to the company.
6. Directors and executives must prepare a report disclosing conflicts of interest annually or when such events occur.
7. Transactions such as buying, selling goods, or other assets, etc., between directors and the company must be reported to and approved by the Board of Directors in advance.
8. Consideration of conflicts of interest and transactions that may involve conflicts of interest must always involve independent directors in the meeting and deliberation.

Directors, executives, and personnel of the company who have access to inside information should avoid using inside information for their own benefit or improperly disclosing inside information for the benefit of others.

Number of cases or issues related to conflict of interest

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

Prevention of the use of inside information to seek benefits

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

Has the company operated in preventing the use of : Yes
inside information to seek benefits over the past year

The Company places importance on preventing the use of inside information. The Company has a policy prohibiting directors, executives, employees, and staff of the Company, its subsidiaries, and/or associates from disclosing or seeking benefits for themselves or others, directly or indirectly, from confidential and/or inside information of the Company, its subsidiaries, and/or associates that has not yet been disclosed to the public, regardless of whether compensation is received. This also includes refraining from trading the Company's securities using inside information. The Company has established guidelines for preventing the use of inside information as follows:

1. Educate the Company's directors and executives regarding their duty to report their own, their spouses', and their minor children's securities holdings to the Securities and Exchange Commission Office, in accordance with the guidelines stipulated in Section 59 and the penalties specified in Section 275 of the Securities and Exchange Act B. E. 2535 (including any amendments).
2. The Board of Directors and executives of the Company, including their spouses and minor children, are required to notify the Company Secretary of information regarding securities trading at least 1 day prior to the transaction. Furthermore, the Board of Directors and executives, as well as those holding executive positions in accounting or finance, or equivalent roles within the Company, are responsible for preparing, disclosing, and submitting reports

on their holdings and changes in holdings of securities and derivatives, as well as those of their spouses or cohabiting partners, minor children, and legal entities, in accordance with the provisions of the Securities and Exchange Act, announcements of the Securities and Exchange Commission, and relevant announcements of the Capital Market Supervisory Board, to the Company Secretary before submitting them to the SEC Office each time. Such reports must be prepared in the prescribed form and submitted to the SEC Office within the following timeframes:

2.1 Within 7 business days from the date of purchase, sale, transfer, or acceptance of transfer of securities or derivatives, in cases where the reporting person is

directors or executives of the Company, and in accordance with the following complete criteria:

(a) The Company notifies the names of directors and executives for entry into the director and executive information system of the issuing company, according to the methods prescribed by the SEC Office in the SEC Office's announcement regarding the form and method for notifying or changing information of directors and executives of Company

(b) Persons required to report the purchase, sale, transfer, or acceptance of transfer of securities or derivatives, before the date their names appear in the director information system.

and executives of the Company as per (a).

2.2 Within 3 business days from the date of purchase, sale, transfer, or acceptance of transfer of securities or derivatives, in cases other than those specified in item 2.1.

3. Directors, executives, employees, and staff of the Company, its subsidiaries, and/or associates who have access to material inside information

material information that has or may have an impact on the change in securities prices must refrain from trading the Company's securities within 1 month prior to

the disclosure of quarterly and annual financial statements, and within 24 hours after the disclosure of financial statements (Blackout Period), and those involved with such information must not disclose it to others until it has been reported to the Stock Exchange of Thailand. In the event of any violation of the aforementioned regulations, the Company will consider it a disciplinary offense under the Company's employment regulations and will impose appropriate penalties, ranging from verbal warnings, written warnings, probation, to termination of employment.

Being an employee

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

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

Anti-corruption action

Operations in anti-corruption in the past year

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

Form of operations in anti-corruption : The participation in anti-corruption projects,
Communication and training for employees on anti-
corruption policy and guidelines

Participation in Anti-Corruption Related Projects

The Company was certified as a member of the Thai Private Sector Collective Action Against Corruption (CAC) in 2026, by establishing systematic guidelines for preventing and combating corruption, covering policies, internal control measures, and continuous monitoring processes, including continuous self-assessment and performance verification to ensure that the governance system is effective and compliant with international good governance standards.

Communication and training for employees on anti-corruption policies and practices.

Communication to Employees

The Company prioritizes raising awareness by comprehensively communicating its anti-corruption policy to all levels of personnel, including business partners, alliances, and subcontractors, through various channels such as the corporate website, internal communication media (Intranet), and official announcements. The communication content fully covers key elements that pose corruption risks, including the prohibition of giving or receiving bribes, giving gifts and entertainment, business support, charitable donations, and transactions with government agencies, to define clear operational boundaries, prevent undue personal gain, and promote a transparent organizational culture. To translate policy into practice, knowledge development and understanding are fostered through continuous training processes, including orientation for new employees and annual reviews of updated knowledge to align with current situations. This covers courses related to the forms and types of corruption, as well as guidelines for handling situations that pose risks or may lead to conflicts of interest, enabling employees to make ethical decisions, safeguard the organization's best interests, and ensure continuous compliance.

Employee Training

The Company emphasizes fostering an organizational culture committed to good governance and anti-corruption. This is achieved by providing comprehensive training to all directors, executives, and employees on clear anti-corruption policies and practices. The training covers topics such as giving and receiving gifts or entertainment, guidelines for reporting misconduct through secure and confidential channels, and disciplinary actions for violations. Furthermore, the Company integrates anti-corruption knowledge and understanding into performance evaluations and promotion considerations to encourage transparency and accountability among employees at all levels. In 2025, 100% of all employees received anti-corruption training.

Number of cases or issues related to corruption

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

Operations related to whistleblowing over the past year

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

Whistleblowing and Complaints

If a director, executive, employee of the Group, or an external party has doubts or evidence that a director, executive, employee, or agent acting on behalf of the Group is involved in fraud and corruption, they can report or provide a tip to the Group. They may choose to disclose or not disclose their name, along with specifying the doubts or facts and sufficient clear evidence to show reasonable grounds to believe that fraud or corruption has occurred, or that they have been affected by refusing fraud or corruption, through any of the following channels:

1. Reporting or complaining via email or directly to
 - Directly responsible supervisor or trusted supervisor (from manager level upwards)
 - Human Resources Manager
 - Company Secretary
 - Head of Internal Audit
 - Audit Committee

2. By mail

By sending a sealed letter addressed to the "Complaint Recipient," Audit Committee Department, Medeze Group Public Company Limited, 28/9 Moo 8, Phutthamonthon Sai 4 Road, Krathum Lom Subdistrict, Sam Phran District, Nakhon Pathom Province 73220.

3. Email channel: anticorruption@medezegroup.com

4. Complaint channel via website: www.medezegroup.com

Protection of Whistleblowers, Complainants, or Those Who Refuse Fraud and Corruption

To provide protection to whistleblowers or complainants, those who refuse fraud and corruption, or any person who cooperates in good faith, as well as to prevent retaliation due to such tips and complaints, the Group has established guidelines for protecting information providers as follows:

1. The Group will conceal the name, surname, address, or any information that can identify the whistleblower or complainant, and will keep the whistleblower's or complainant's information confidential, limited only to those responsible for investigating the complaint, or unless disclosure is required by law.
2. The Group has established disciplinary penalties for those responsible at every step of the process related to receiving and investigating tips or complaints, to prevent the disclosure of information of whistleblowers or complainants.
3. In cases where the complainant believes they may be unsafe or suffer harm, the complainant may request the company or its subsidiaries to establish additional appropriate protective measures, or the company or its subsidiaries may establish protective measures without the complainant's request if it is deemed likely to cause harm or insecurity.
4. Those who suffer distress, damage, or impact will receive appropriate and fair relief through suitable methods or processes.
5. The Group will not demote, punish, or negatively impact directors, executives, or employees who refuse to engage in fraud and corruption, even if such actions cause the company to lose business opportunities.

Process upon receiving a tip or complaint

Upon receiving a tip or complaint, the Group has a guideline for responding to the received tip or complaint, with the following practices:

1. The complaint recipient shall submit the complaint to the "Investigator" for investigation and fact-finding. The investigator can be any of the following individuals:
 - 1.1 The Chief Executive Officer and/or individuals or units assigned by the Chief Executive Officer, in cases where the accused is an employee below executive level or a complaint from an external party.
 - 1.2 The Audit Committee and/or individuals or units assigned by the Audit Committee, in cases where the accused is an employee at the executive level or higher. In case of any doubts or questions, the investigator may invite the employee or the complainant's directly responsible supervisor to provide information, or request relevant documents to ascertain the facts.
2. If the complaint is found to be true after investigation, the investigator shall proceed as follows:
 - 2.1 In cases where the complaint involves fraudulent acts, or violations of laws, regulations, or the code of conduct in the business operations of the company and its subsidiaries, the matter shall be submitted with an opinion to the Audit Committee for further consideration.
 - 2.2 Inform the complainant who has disclosed their name, address, telephone number, email, or other contact channels about the progress and outcome of the consideration of the misconduct and corruption complaint within 7 business days from the date the investigation results are finalized. However, sometimes due to the necessity of personal data and company confidentiality, the company may not be able to provide detailed information regarding the investigation or disciplinary action.
 - 2.3 In cases where the complaint is significant, such as affecting the reputation, image, or financial status of the company or its subsidiaries, or conflicting with the company's and/or its subsidiaries' business operating policies, or involving senior executives, etc., the matter shall be submitted with an opinion to the Board of Directors for further consideration.
 - 2.4 In cases where the complaint causes damage to any person, the investigator may propose appropriate and fair methods of damage mitigation to the injured party as deemed appropriate.
 - 2.5 After the investigation results are finalized, report to the Audit Committee for acknowledgment. In cases where the investigator deems it a severe violation of corporate governance that may affect the company's reputation, the investigator shall report to the Audit Committee periodically from the time the complaint is received, without waiting for the investigation, deliberation, and decision processes to be completed.

Number of cases or issues related to whistleblowing

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

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

Meeting attendance of audit committee

Meeting attendance of audit committee (times) : 4

List of Directors	Meeting attendance of audit committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	
1 Mr. WANCHAI CHANTRAPITAK (Chairman of the audit committee)	4	/	4	4/4 (100.00%)
2 Mrs. SUPHAWADEE KONGTAVEE (Member of the audit committee)	4	/	4	4/4 (100.00%)
3 Ph.D. SHIVATRA TALCHAI (Member of the audit committee)	4	/	4	4/4 (100.00%)
4 Mr. PIYAWAT RATCHAPOLSITTE (Member of the audit committee)	4	/	4	4/4 (100.00%)
Average meeting attendance rate				(100.00%)

The results of duty performance of the audit committee

1. The Audit Committee reviewed the quarterly financial statements and the Company's annual financial statements for the year 2025, for the accounting period ending December 31, 2025. The financial statements were prepared in accordance with financial reporting standards, having been reviewed and audited by an external auditor. This review and audit covered the financial position, operating results, changes in shareholders' equity, cash flows, and other significant information, including material issues, special items, related party transactions, significant accounting adjustments, and received clarifications and confirmations from the auditor and relevant management regarding the data used in preparing the financial statements. Additionally, the disclosure of information in the notes to the financial statements was reviewed and audited to ensure compliance with financial reporting standards, legal requirements, generally accepted accounting principles, and financial reporting standards. The Audit Committee approved these financial statements, which had been audited and reviewed by the external auditor.

2. The Audit Committee reviewed the internal control system to ensure that the Company has an adequate, appropriate, and effective internal control system. This was assessed based on the results of the audit conducted by an external internal control auditor, as well as by monitoring the Company's rectification of various issues to ensure that management implemented improvements according to the internal control auditor's recommendations within the specified timeframe. From this review, the Audit Committee is of the opinion that the Company's overall internal control system is appropriate and sufficient, and no material deficiencies affecting the Company's financial statements were found.

3. The Audit Committee considered and reviewed the scope of work, duties, responsibilities, and performance according to the annual plan of the external internal control auditor, to ensure that the Company has an appropriate, robust, and effective internal control and internal audit system, without any material errors that could affect the Company's financial statements and business operations.

4. The Audit Committee considered selecting, proposing the appointment, and proposing the remuneration of the auditor for the year 2025, to be presented to the Board of Directors and the Shareholders' Meeting for approval.
5. The Audit Committee considered, reviewed, and approved the Company's relevant policies before presenting them to the Board of Directors, including the related party transaction policy, the good corporate governance policy, etc., to ensure efficient and transparent operations, auditability, accountability to all stakeholders and related parties, sustainable value creation for the business, and compliance with relevant requirements and regulations.
6. The Audit Committee reviewed the related party transactions that occurred to ensure their completeness, accuracy, reasonableness, fairness, and compliance with relevant requirements and regulations. The Audit Committee is of the opinion that the related party transactions that occurred are reasonable and beneficial to the Company's business operations.
7. The Audit Committee reviewed the Company's operations to ensure compliance with various requirements and laws related to the Company's business operations, to ensure that the Company conducts business correctly, transparently, and reasonably, thereby building confidence among shareholders. The Audit Committee is of the opinion that the Company has overseen and audited the operations of various departments to ensure compliance with relevant requirements and regulations.
8. The Audit Committee reviewed the Company's risk management process to ensure that the risk management approach aligns with the Company's mission and business plan and covers all operational steps. This was based on the results of the risk management assessment by the risk management working group. The Audit Committee is of the opinion that the Company's risk management system is sufficiently effective.

Information on summary of the results of duty performance of subcommittees

Meeting attendance and the results of duty performance of subcommittees

Meeting attendance of Executive Committee

Meeting Executive Committee (times) : 41

List of Directors	Meeting attendance of Executive Committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	

List of Directors	Meeting attendance of Executive Committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	
1 Dr. VEERAPOL KHEMARANGSAN (The chairman of the executive committee)	41	/	41	41/41 (100.00%)
2 Dr. RACHANEE O-CHAROEN (Member of the executive committee)	40	/	41	40/41 (97.56%)
3 Mrs. PHUNURAI AKKARASACKSAKUN (Member of the executive committee)	40	/	41	40/41 (97.56%)
4 Ms. DANITA PHITHAKNETIKUN (Member of the executive committee)	41	/	41	41/41 (100.00%)
5 Mr. TANUT KUNKANJANAWAN (Member of the executive committee)	40	/	41	40/41 (97.56%)
6 Ms. SUPAKARN KIJGOSOL (Member of the executive committee)	15	/	16	15/16 (93.75%)
Average meeting attendance rate				(97.74%)

The results of duty performance of Executive Committee

The Executive Committee consists of 5 members, namely Dr. Weerapol Kemarungsun, Chairman. Dr. Ratchanee Ocharoen, Mrs. Panurai Akkarasaksakul, Miss Danita Pitaknetikul, and Mr. Thanat Kulkarnjanawan. In 2025, the Executive Committee held a total of 41 meetings, and members attended as detailed above. The Executive Committee performed its duties within the scope of authority and responsibilities defined in its charter, with the following key aspects of performance:

1. Operate and manage the company's business in accordance with its objectives, regulations, policies, rules, requirements, orders, and resolutions of the Board of Directors' meetings and/or resolutions of the company's shareholders' meetings, within the framework of relevant laws.
2. Consider and screen proposals from management, define organizational structure, vision, mission, goals, policies, direction, business strategies, company operations, operational plans, expansion investments, public relations, financial plans, annual reports, budgets including annual budgets, human resource management, and information technology investments, to be presented to the Board of Directors meeting for further consideration and determination.
3. Has the authority to appoint working groups for the operation or management of the company, and to define the powers, duties, and responsibilities of such working groups, including controlling and overseeing that the operations of the appointed working groups achieve the established policies and goals.
4. Provide advice, consultation, and define the policies and duties of the Chief Executive Officer and special working groups.
5. Monitor the performance of the company and its subsidiaries to ensure compliance with the policy framework and targets approved by the Board of Directors, and oversee operations for quality and efficiency.

6. Consider the allocation of the annual budget as proposed by management before submitting it to the Board of Directors for consideration and approval.
7. Has the authority to consider and approve financial expenditures for normal business transactions of the company, but not exceeding the budget approved by the Board of Directors.
8. Study the feasibility of new projects and has the authority to consider and approve participation in various bidding processes, as well as undertaking various projects as deemed appropriate, including performing legal acts related to such matters until completion. This authority shall be in accordance with the approval framework already established by the Board of Directors and comply with the provisions of securities and exchange laws.
9. Approve significant capital expenditures specified in the annual expenditure budget, as assigned by the Board of Directors or as previously approved in principle by the Board of Directors.
10. Has the authority to consider and approve borrowing, financial transactions with banks or financial institutions to support normal business operations, such as opening bank accounts, closing bank accounts, inter-company lending within the group, securing credit lines, or applying for any loans for the company, in accordance with the approval authority matrix approved by the Board of Directors. In cases where the credit limit exceeds the budget approved by the Board of Directors, it must be presented to the Board of Directors for acknowledgment at the next meeting. If company assets are required as collateral, approval must be sought from the company's Board of Directors.
11. Consider and monitor the performance of the group of companies and propose interim or annual dividend payments for the Board of Directors' approval.
12. Define the organizational structure, organizational management authority, including appointment, hiring, transfer, termination, determination of wages, remuneration, and bonuses for executive-level employees from the level of department director or equivalent upwards, excluding the position of Chief Executive Officer.
13. Has the authority to appoint any individual or group of individuals to conduct the company's business under the control of the Executive Committee, or may delegate authority to such individuals with powers as deemed appropriate by the Executive Committee and for a period deemed appropriate by the Executive Committee. The Executive Committee may revoke, withdraw, change, or amend the authorized individuals or the delegation of authority as deemed appropriate.
14. Has the authority to appoint a Chief Advisor, Advisor, or Advisory Committee for the Executive Committee as deemed appropriate, and has the authority to determine remuneration, allowances, welfare benefits, facilities, and other expenses for such Chief Advisor, Advisor, or Advisory Committee as deemed appropriate.
15. Has the authority to appoint company executives to all positions, except for the appointment of the President, which requires approval from the Board of Directors. This also includes the ability to delegate authority to any individual to act on behalf of the Executive Committee in any matter within its duties and responsibilities as deemed appropriate by the Executive Committee.
16. The Executive Committee or the Chairman of the Executive Committee has the authority to convene Executive Committee meetings and/or establish meeting regulations as deemed appropriate.
17. In the event that the Chairman of the Executive Committee is unable to perform duties, the Chairman of the Executive Committee shall appoint an acting person to perform duties on a temporary basis, and the acting person shall have the same powers and duties as the Chairman of the Executive Committee.
18. Consider and approve various authorities for executives in conducting business operations in accordance with rules and regulations.
19. Ensure that the company has appropriate, robust, and effective internal control systems, in coordination with the Audit Committee.
20. Nominate qualified individuals for the Board of Directors to consider appointing as directors and/or executives in subsidiaries and/or joint ventures, at least in proportion to the company's shareholding, and establish guidelines for overseeing the operations of subsidiaries and/or joint ventures, to be presented to the Board of Directors for approval.

21. Oversee the formulation of policies, strategies, and directions for the development of information systems and technology management to align with the organization's objectives, ensuring effectiveness, transparency, compliance with legal regulations, and the company's computer and communication system security management development plan, to meet international standards efficiently and achieve maximum benefit. This includes overseeing the administration of information systems and technology management to adhere to established policies and strategies to achieve goals based on good governance, and monitoring, evaluating, and adjusting policies, strategies, and developing information systems and technology management to suit changing circumstances and technologies, while considering efficiency and effectiveness.
22. Perform other duties as assigned by the Board of Directors.

Meeting attendance of Investment Committee

Meeting Investment Committee (times) : 4

List of Directors	Meeting attendance of Investment Committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	
1 Mr. PIYAWAT RATCHAPOLSITTE (The chairman of the subcommittee, Independent director)	4	/	4	4/4 (100.00%)
2 Mr. WANCHAI CHANTRAPITAK (Member of the subcommittee, Independent director)	4	/	4	4/4 (100.00%)
3 Dr. VEERAPOL KHEMARANGSAN (Member of the subcommittee)	4	/	4	4/4 (100.00%)
Average meeting attendance rate				(100.00%)

The results of duty performance of Investment Committee

The Investment Committee shall be responsible for considering, approving, and/or endorsing various matters for submission to the Board of Directors.

To approve according to the authority specified in relevant regulations and charters. Additionally, the Investment Committee shall be responsible for overseeing and monitoring the company's investments in government bonds, which are divided into 2 portions as follows:

1. Investment Portion 1 is invested in government bonds, totaling 471,000 units or approximately 416 million Baht. This investment is intended for repayment to customers under Priority Package contracts.
2. Investment Portion 2 is invested in government bonds, totaling 76,000 units or approximately 81 million Baht. This investment is intended for the payment of group insurance premiums for existing umbilical cord blood stem cell storage contracts, as of December 31, 2023, totaling 8,399 contracts.

The Investment Committee shall be responsible for considering the following matters:

1. Oversee and monitor returns from investments in government bonds, Investment Portion 1, ensuring that such investments are in accordance with the established plan and will not be sold or used for any other purpose. This shall take into account the following events:
 - 1.1 Oversee the company's re-investment of interest received from government bonds from Investment Portion 1 each year into government bonds, ensuring that the company makes additional investments in government bonds with maturities of approximately 5-10 years.
 - 1.2 Oversee the company's sale of investments from Investment Portion 1 according to the plan for debt repayment under Priority Package contracts, which are due for repayment between the years 2038 and 2052, or until the company has fully repaid the debts under the Priority Package contracts.
 1. Oversee the company's use of returns from investments in government bonds received from Investment Portion 2, including the sale of investments from Investment Portion 2, for the payment of group insurance premiums for existing umbilical cord blood stem cell storage contracts. These funds shall be used solely for the purpose of paying insurance premiums and shall not be sold or used for any other purpose.
 2. Oversee investments in accordance with the cash flow management policy, in addition to clauses 5.1 to 5.2, to comply with the investment management policy for Priority Package customers and Cord Blood insurance premiums.
 3. Hold meetings at least once per quarter to monitor investment performance and the status of invested government bonds, including the amount invested for debt repayment under Priority Package contracts, the amount invested for group insurance premium payments for existing cell storage contracts, and other investments.
 4. Report investment results to the Board of Directors regularly.
 5. Oversee matters of good governance, transparency, and prevention of conflicts of interest related to the company's investment transactions.
 6. Review and revise the investment management policy framework for Priority Package customers and Cord Blood insurance premiums, the cash flow management policy, and the investment plan to suit changing circumstances, and propose such review and revision to the Board of Directors for approval, and inform the shareholders' meeting for acknowledgment.
 7. Perform any other duties as assigned by the Board of Directors.

Meeting attendance of Nomination and Remuneration Committee

Meeting Nomination and Remuneration : 0
Committee (times)

List of Directors	Meeting attendance of Nomination and Remuneration Committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	

List of Directors	Meeting attendance of Nomination and Remuneration Committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	
1 Mr. THANABODHI SWASDISRI (The chairman of the subcommittee, Independent director)	0	/	0	N/A
2 Mrs. SUPHAWADEE KONGTAVEE (Member of the subcommittee, Independent director)	0	/	0	N/A
3 Mrs. PHUNURAI AKKARASACKSAKUN (Member of the subcommittee)	0	/	0	N/A
Average meeting attendance rate				N/A

The results of duty performance of Nomination and Remuneration Committee

Medise Group Public Company Limited ("the Company") recognizes the importance of recruitment and compensation to ensure that the Company's operations adhere to good corporate governance principles. The Board of Directors therefore established a Nomination and Remuneration Committee to support the operations of the Board of Directors, monitor the recruitment and performance evaluation of directors, and prepare succession plans for the Managing Director and executives. Furthermore, to support tasks related to annual performance evaluations, including the remuneration of directors, executives, and employees. The Board of Directors appointed the Nomination and Remuneration Committee on December 16, 2025, with its duties and responsibilities defined in the Charter of the Nomination and Remuneration Committee.

Meeting attendance of Corporate Governance and Sustainability Committee

Meeting Corporate Governance and Sustainability Committee : 0 (times)

List of Directors	Meeting attendance of Corporate Governance and Sustainability Committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	

List of Directors	Meeting attendance of Corporate Governance and Sustainability Committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	
1 Ph.D. WATCHAREE TINTANI (The chairman of the subcommittee, Independent director)	0	/	0	N/A
2 Dr. VEERAPOL KHEMARANGSAN (Member of the subcommittee)	0	/	0	N/A
3 Mrs. PHUNURAI AKKARASACKSAKUN (Member of the subcommittee)	0	/	0	N/A
Average meeting attendance rate				N/A

The results of duty performance of Corporate Governance and Sustainability

Committee

Mediz Group Public Company Limited ("the Company") is an organization committed to conducting business under the principles of good corporate governance, with integrity, transparency, accountability, and free from corruption, focusing on creating maximum benefits for shareholders. The Company has adopted the principles of good corporate governance for listed companies in 2017 of the Stock Exchange of Thailand (SET), the principles of good corporate governance of the Organization for Economic Co-operation and Development (OECD) or OECD Principles of Corporate Governance, the assessment criteria for good corporate governance of listed companies in the ASEAN region by the ASEAN Corporate Governance Scorecard (ACGS), and good corporate governance practices consistent with international standards to develop a framework for the Company's operations. To comply with the principles of good corporate governance, the Board of Directors therefore established the Good Corporate Governance and Sustainability Committee ("the Corporate Governance Committee") to support the Board of Directors' corporate governance practices in accordance with the Company's corporate governance policy, business ethics, or corporate governance practices. The Board of Directors appointed Good Corporate Governance and Sustainability Committee on December 16, 2025, with its powers, duties, and responsibilities defined in its charter. Good Corporate Governance and Sustainability Committee

Corporate Sustainability Policy

Information on policy and goals of sustainable management

Sustainability Policy

Sustainability Policy : Yes

The Company aims to conduct business under a sustainable development framework that emphasizes Creating Shared Value (CSV) for stakeholders throughout the health ecosystem's value chain. It integrates the 4G Strategy, comprising Good Growth, Good Governance, Good Green, and Good Living, as a crucial foundation for driving the organization towards stable and sustainable growth. The Company prioritizes research and development of biopharmaceutical innovations, regenerative medicine, and future health technologies, alongside good corporate governance, transparency, medical ethics, risk management, and personal data protection. Furthermore, it focuses on efficient and responsible use of resources, energy, and environmental management, while promoting a good quality of life for service recipients, personnel, communities, and society, to create a balance between economic growth, health outcomes, and long-term sustainable value.



Good Growth

Good Green

Good Governance

Good Living



วิจัยและพัฒนาผลิตภัณฑ์
ชีวเภสัช



บริหารจัดการทรัพยากรและ
สิ่งแวดล้อม



ดำเนินธุรกิจอย่างโปร่งใส
และตรวจสอบได้



พัฒนาคุณภาพชีวิตที่ยืนยาว
อย่างยั่งยืน



ต่อยอดการเติบโตระยะใหม่
(New S-Curve) จาก
ธุรกิจเซลล์ต้นกำเนิดสู่



พัฒนาพลังงานอย่างยั่งยืน



คุ้มครองข้อมูลสุขภาพและ
ข้อมูลส่วนบุคคล



ส่งมอบบริการสุขภาพเชิง
ป้องกันและฟื้นฟู



ขยายธุรกิจสู่แฟรนไชส์และ



ลดก๊าซเรือนกระจกตลอด
ห่วงโซ่คุณค่า



บริหารความเสี่ยงอย่างเป็นระบบ



ดูแลพนักงานและพัฒนา
ศักยภาพบุคลากร



พัฒนาระบบหุ่นยนต์และ



บริหารจัดการน้ำและสิ่ง
ปนเปื้อนอย่างมีประสิทธิภาพ



ต่อต้านการทุจริต
และคอร์รัปชัน



สร้างผลกระทบเชิงบวกต่อ
สังคมและชุมชน

Vision: "To be the most secure cell storage provider in Asia, utilizing advanced technology."

Mission: "Continuously research and develop to uphold the creation of innovative knowledge in human biotechnology."

Goal: "To be a leader in the future health economy in Asia, driving innovation for sustainable well-being and longevity through a fully integrated health ecosystem under international standards."

Business Operating Strategy

MEDEZE is committed to elevating the organization to become a leader in the biopharmaceutical and regenerative medicine industries in Asia, through a health ecosystem designed to meet consumer needs and a network of collaborations with leading regional organizations. The company focuses on optimizing cost and resource management to achieve appropriate profits, leading to a balanced creation of value between health outcomes and economic

returns. Therefore, the company has established its operational strategies under the 4G Strategy framework to create long-term sustainability and value, as follows:

1. Good Growth: Economic growth through innovation.

MEDEZE prioritizes investment in biopharmaceuticals and regenerative medicine, alongside creating new businesses (New S-Curve) rooted in the Stem Cell Banking business, transitioning to Biopharma and the production of Advanced Therapy Medicinal Products (ATMPs). This is achieved through continuous investment in Research and Development (R&D) to enhance products and services to meet future health needs, while also developing new business models to create stable and sustainable long-term revenue streams. This growth reflects the creation of economic value coupled with strengthening the country's competitiveness, by transitioning from a leader in cell banking to advanced regenerative medicine and biopharmaceuticals through international expansion via a franchise model to expand into foreign markets, to achieve exponential growth, with the following approaches:

- **Future Innovations:** Develop innovations in regenerative medicine and biopharmaceuticals to drive growth in line with the New S-curve, a new target industry that generates high returns and added value.
- **Research and Development (R&D):** Invest in developing innovative products such as NK Cells for immune enhancement and Hair Follicle Cells for hair root regeneration, which are technologies with high growth potential in the global market.
- **New Business Models:** Expand business opportunities internationally through a "franchise" model and the production of MEDEZE's proprietary "Culture Media" for use in manufacturing and distribution, thereby establishing a new, stable, and sustainable revenue base.
- **Operational Excellence:** Develop Robotics technology and Automation systems for laboratory use to enhance efficiency, reduce costs, and establish international production standards.

2. Good Governance: Governance and Transparency.

MEDEZE operates its business under the principles of good governance, transparency, and responsibility towards stakeholders, with bioethics, medical quality, and the protection of service recipients' rights as core operational tenets. The company has established a system for governing business data and personal health information in compliance with laws and international standards, and implements risk management. It focuses on systematic management of strategic, operational, and regulatory compliance risks, covering risks related to corporate governance and business ethics, legal and medical/biopharmaceutical standard compliance risks, service recipient safety and personal health data risks, quality and continuity risks of research, development, and production processes, as well as value chain risks in social and environmental aspects, technology, and organizational reputation, which could affect the confidence of stakeholders in MEDEZE's health ecosystem in the future.

- **Medical and Bioethical Standards:** Adhere to and prioritize medical ethics (and international safety standards) from the selection process to service delivery, to ensure quality and ethical standards at every step.
- **Data Security:** Elevate cybersecurity measures to protect customer health data and personal information, considering it the organization's utmost responsibility to safeguard the privacy rights of service recipients.
- **Transparency and Anti-Corruption:** Manage operations with transparency, accountability, and a commitment to combating all forms of corruption, to protect the interests of shareholders and investors.

3. Good Green: Environmental Responsibility.

MEDEZE focuses on responsible resource and environmental management throughout the value chain, integrating sustainable practices into operational processes, logistics, and systematic waste management according to relevant standards, to reduce impacts on ecosystems and promote long-term business growth.

- **Greenhouse Gas Management:** Manage and reduce greenhouse gas emissions throughout the business value chain.
- **Sustainable Resource Utilization:** Plan for the optimal and long-term utilization of resources, covering systematic management of materials and packaging, water management, and waste management to prevent and reduce impacts on communities and the environment.
- **Energy Management:** Design and improve business processes for efficient and cost-effective energy use.

4. Good Living: Good quality of life for people in society.

MEDEZE aims to create a positive social impact through the development of innovations and a comprehensive health ecosystem, to promote the well-being of people of all ages, especially in preparing for a high-quality aging society, through collaboration with business partners to create shared value with all stakeholder groups.

- **Delivering Health Value to Customers:** Develop anti-aging and health regeneration innovations (Regenerative Solutions) to support a long and high-quality life.
- **Social Development Participation :** Continuously promote participation and activities in social development, encompassing physical well-being, mental well-being, intellectual well-being, and social well-being.

Personnel Care and Development: Ensure employees are happy, safe, and continuously develop their skills to support advanced biotechnology, while fostering an organizational culture that attracts talent to grow with the organization.

Sustainability management goals

Does the company set sustainability management : Yes
goals

ภาพรวมเป้าหมายที่สำคัญขององค์กร



Environmental เป้าหมายด้านสิ่งแวดล้อม		Social เป้าหมายด้านสังคม		Governance เป้าหมายด้านการกำกับดูแล	
Good Green		Good Living		Good Governance	Good Growth
 การลดปริมาณการใช้พลังงาน ร้อยละ 10 ภายในปี 2570	 การลดปริมาณการใช้น้ำ ร้อยละ 10 ภายในปี 2570	 ข้อร้องเรียนการละเมิดสิทธิมนุษยชนขององค์กรเป็น 0 กรณี	 การจ้างงานผู้หญิงที่จบสาขา STEM มากกว่า ร้อยละ 35	 จำนวนคณะกรรมการบริษัทที่เป็นผู้หญิง ไม่น้อยกว่า ร้อยละ 30	 รายได้จากผลิตภัณฑ์และบริการเชิงนวัตกรรม 2,318 ล้านบาท
 ปกป้องและฟื้นฟูระบบนิเวศที่เกี่ยวข้องกับแหล่งน้ำ ภายในปี 2570	 สนับสนุนการมีส่วนร่วมของชุมชนในการพัฒนาการจัดการน้ำ และสุขอนามัย	 พนักงานที่ได้รับค่าจ้างมากกว่าค่าจ้างขั้นต่ำไม่น้อยกว่าร้อยละ 100	 อัตราการบาดเจ็บถึงขั้นหยุดงาน (LTIFR) เป็น 0 กรณี	 จำนวนคณะกรรมการบริษัทที่เป็นผู้หญิง ไม่น้อยกว่า ร้อยละ 30	 จำนวนผลงานวิจัยและพัฒนา ไม่น้อยกว่า 4 งานโครงการต่อปี
 ลดปริมาณของเสียที่เกิดขึ้นจากการดำเนินงาน ร้อยละ 10 ภายในปี 2570	 ปริมาณน้ำรีไซเคิลที่นำกลับมาใช้ประโยชน์	 ชั่วโมงการฝึกอบรมเฉลี่ยไม่น้อยกว่า 46 ชั่วโมงต่อคนต่อปี	 ศักยภาพทุนมนุษย์ไม่น้อยกว่า 4.5 ล้านบาทต่อคนต่อปี	 จำนวนเรื่องร้องเรียนด้านการทุจริต เป็น 0 กรณี	 สัดส่วนการลงทุนงานวิจัยและพัฒนาต่อรายได้รวม ไม่น้อยกว่า ร้อยละ 5
 นำน้ำจากกระบวนการผลิตน้ำ PW กลับมาใช้ให้ได้ 100% (500 ลิตร/วัน หรือ 15,000 ลิตร/เดือน)		 อัตราการลาออกโดยสมัครใจของพนักงานไม่เกินร้อยละ 100	 สัดส่วนความผูกพันของพนักงานต่อองค์กรไม่น้อยกว่า ร้อยละ 80	 จำนวนยอดเงินบริจาคทั้งหมดเพื่อสนับสนุนทางการเมือง เป็น 0 บาท	 อัตราอุบัติเหตุรณาด้านความปลอดภัยและข้อมูล 0 กรณี
		 งบประมาณที่ใช้ในการลงทุนเพื่อสังคม ไม่น้อยกว่า 100 ล้านบาท/ปี	 จำนวนผู้ที่ได้รับประโยชน์จากโครงการส่งเสริมสุขภาพ ไม่น้อยกว่า 150 คน/ปี	 ได้รับการรับรองเป็นสมาชิกแนวร่วมต่อต้านคอร์รัปชันของภาคเอกชนไทย (CAC)	 จำนวนพันธมิตรเชิงกลยุทธ์ด้านสุขภาพและการวิจัย 400 แห่ง
				 ได้รับการตรวจสอบประเมินโครงการสำรวจการกำกับดูแลกิจการบริษัทจดทะเบียนไทย (CGR)	 การได้รับการรับรองมาตรฐานสากล ร้อยละ 100

เป้าหมายในการพัฒนาที่ยั่งยืน

<p>เป้าหมายที่ 8 ส่งเสริมการเจริญเติบโตทางเศรษฐกิจที่ยั่งยืน</p>	<p>เป้าหมายที่ 3: รับรองการมีสุขภาพและความเป็นอยู่ที่ดีของทุกคนทุกช่วงอายุ</p>
<p>8 DECENT WORK AND ECONOMIC GROWTH</p>  <p>เป้าประสงค์</p> <p>8.1 การเติบโตทางเศรษฐกิจที่ต่อเนื่องและยั่งยืน การจ้างงานเต็มที่มีผลผลิตภาพ และการมีงานที่สมควรสำหรับทุกคน</p> <p>แผนงาน</p> <ul style="list-style-type: none"> ✓ การยกระดับเทคโนโลยีและนวัตกรรมต่าง ๆ โดยมุ่งเน้นในภาคส่วนที่มีมูลค่าเพิ่มสูงและใช้แรงงานเข้มข้น 	<p>3 GOOD HEALTH AND WELL-BEING</p>  <p>เป้าประสงค์</p> <p>3.1 สร้างหลักประกันว่าคนมีชีวิตที่มีสุขภาพดี</p> <p>แผนงาน</p> <ul style="list-style-type: none"> ✓ การสนับสนุนการวิจัยและการพัฒนาด้านการแพทย์ เพื่อยกระดับคุณภาพชีวิตที่ดี
<p>เป้าหมายที่ 4 : ส่งเสริมโอกาสในการเรียนรู้</p>	<p>เป้าหมายที่ 13 : การรับมือกับการเปลี่ยนแปลงสภาพภูมิอากาศ</p>
<p>4 QUALITY EDUCATION</p>  <p>เป้าประสงค์</p> <p>4.1 สร้างหลักประกันว่าทุกคนมีการศึกษาที่มีคุณภาพอย่างครอบคลุมและเท่าเทียม และสนับสนุนโอกาสในการเรียนรู้ตลอดชีวิต</p> <p>แผนงาน</p> <ul style="list-style-type: none"> ✓ การให้ทุนการศึกษาเพื่อสนับสนุนด้านการศึกษา ✓ การส่งเสริมและพัฒนาบุคลากรทางการแพทย์ให้เป็นกำลังสำคัญของประเทศต่อไป 	<p>13 CLIMATE ACTION</p>  <p>เป้าประสงค์</p> <p>13.1 ลดปริมาณการปล่อยก๊าซเรือนกระจก</p> <p>แผนงาน</p> <ul style="list-style-type: none"> ✓ การลดปริมาณการปล่อยก๊าซเรือนกระจกจลจร้อยละ 10 ภายในปี พ.ศ. 2570

เป้าหมายในการพัฒนาที่ยั่งยืน

เป้าหมายที่ 7 พลังงานสะอาดที่ทุกคนเข้าถึงได้		เป้าหมายที่ 6 : น้ำสะอาดและการสุขาภิบาล	
<p>7 AFFORDABLE AND CLEAN ENERGY</p> 	<p>เป้าประสงค์</p> <p>7.1 ลดปริมาณการใช้พลังงาน ร้อยละ 10</p> <p>แผนงาน</p> <ul style="list-style-type: none"> ✓ ลดปริมาณการใช้พลังงาน ร้อยละ 10 ภายในปี 2570 	<p>6 CLEAN WATER AND SANITATION</p> 	<p>เป้าประสงค์</p> <p>6.1 ลดปริมาณการใช้น้ำ</p> <p>แผนงาน</p> <ul style="list-style-type: none"> ✓ ลดปริมาณการใช้น้ำ ร้อยละ 10 ภายในปี 2570 ✓ ปกป้องและฟื้นฟูระบบนิเวศที่เกี่ยวข้องกับแหล่งน้ำ ภายในปี 2570 ✓ สนับสนุนการมีส่วนร่วมของชุมชนในการพัฒนาการจัดการน้ำและสุขอนามัย
เป้าหมายที่ 12 : การบริโภคและการผลิตที่ยั่งยืน		เป้าหมายที่ 15 : ระบบนิเวศบนบก	
<p>12 RESPONSIBLE CONSUMPTION AND PRODUCTION</p> 	<p>เป้าประสงค์</p> <p>12.1 ลดปริมาณของเสียที่เกิดขึ้นจากการดำเนินงาน</p> <p>แผนงาน</p> <ul style="list-style-type: none"> ✓ ลดปริมาณของเสียจากการดำเนินงาน ร้อยละ 10 ภายในปี 2570 	<p>15 LIFE ON LAND</p> 	<p>เป้าประสงค์</p> <p>15.1 ปกป้อง ฟื้นฟู และสนับสนุนการใช้ระบบนิเวศบนบกอย่างยั่งยืน</p> <p>แผนงาน</p> <ul style="list-style-type: none"> ✓ อนุรักษ์ระบบนิเวศและความหลากหลายทางชีวภาพ ✓ เพิ่มพูนขีดความสามารถของระบบนิเวศ ✓ สร้างประโยชน์ต่อการพัฒนาที่ยั่งยืน

เป้าหมายในการพัฒนาที่ยั่งยืน

เป้าหมายที่ 4 : การศึกษาที่มีคุณภาพ		เป้าหมายที่ 8 : งานที่มีคุณค่าและการเติบโตทางเศรษฐกิจ	
4 QUALITY EDUCATION 	เป้าประสงค์ 4.1 จำนวนชั่วโมงเฉลี่ยของการฝึกอบรมพนักงานต่อคนต่อปี แผนงาน ✓ ฝึกอบรมพนักงานไม่น้อยกว่า 40 ชั่วโมงต่อคนต่อปี	8 DECENT WORK AND ECONOMIC GROWTH 	เป้าประสงค์ 8.1 จำนวนชั่วโมงเฉลี่ยของการฝึกอบรมพนักงานต่อคนต่อปี แผนงาน ✓ ฝึกอบรมพนักงานไม่น้อยกว่า 40 ชั่วโมงต่อคนต่อปี
เป้าหมายที่ 9 : อุตสาหกรรม นวัตกรรม และโครงสร้างพื้นฐาน		เป้าหมายที่ 3 : สุขภาพและความเป็นอยู่ที่ดี	
9 INDUSTRY, INNOVATION AND INFRASTRUCTURE 	เป้าประสงค์ 9.1 ระดับความพึงพอใจของลูกค้า แผนงาน ✓ ความพึงพอใจของลูกค้าไม่น้อยกว่าร้อยละ 95	3 GOOD HEALTH AND WELL-BEING 	เป้าประสงค์ 3.1 ชี้อธิบายเรียนในประเด็นด้านสังคมและสิ่งแวดล้อม แผนงาน ✓ ไม่พบช้อธิบายเรียน
เป้าหมายที่ 11 : เมืองและชุมชนที่ยั่งยืน			
11 SUSTAINABLE CITIES AND COMMUNITIES 		เป้าประสงค์ 11.1 ชี้อธิบายเรียนในประเด็นด้านสังคมและสิ่งแวดล้อม แผนงาน ✓ ไม่พบช้อธิบายเรียน	

United Nations SDGs that align with the organization's sustainability management goals : Goal 3 Good Health and Well-being, Goal 4 Quality Education, Goal 6 Clean Water and Sanitation, Goal 7 Affordable and Clean Energy, Goal 8 Decent Work and Economic Growth, Goal 9 Industry, Innovation and

Infrastructure, Goal 11 Sustainable Cities and Communities, Goal 12 Responsible Consumption and Production, Goal 13 Climate Action, Goal 15 Life on Land

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

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

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

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

Information on impacts on stakeholder management in business value chain

Business value chain

Creating Shared Value in the Value Chain

Sustainable Value Chain

MEDEZE drives its sustainability strategy, "Leader in Longevity Health Revolution to Enhance Quality of Life and Well-being for All Ages," through end-to-end business value chain management, including engagement with all stakeholder groups throughout the business value chain under the "M-E-D-E-Z-E" framework. This framework focuses on creating a "Future Health Economy" system based on the 4G business model and corporate strategy, designed under the concept of a Sustainable Growth Value Loop, which integrates the creation of Economic Value with Shared Value to build a long-term sustainable health business ecosystem. The Company manages its business value chain under a governance framework that encompasses environmental and social dimensions, overseen by the Board of Directors and the Executive Committee, which set policies, standards, and sustainability indicators across the value chain. Performance is continuously monitored and evaluated to ensure that procurement, production, and service processes adhere to principles of responsibility, transparency, traceability, and create long-term value for all stakeholder groups.

M - Medical Sourcing (Medical Resource Sourcing)

MEDEZE prioritizes the resource acquisition process and the meticulous screening of customer tissues, blood, and health data through collaboration with business partners and medical specialists, adhering to human rights principles and bioethics. This ensures that all cells entering the system are safe, traceable, and that personal and health data are strictly protected.

E - Excellence in Processing (Excellence in Operations)

MEDEZE aims to enhance operational and production excellence, prioritizing a highly safe working environment that complies with international standards. This includes operations in Clean Room laboratories and the application of advanced technologies such as Robotics and Automation in production, processing, and cell culture, to achieve operational excellence under international quality standards.

D - Deep Cryopreservation (Deep Cryopreservation)

MEDEZE emphasizes responsibility and ensures confidence for service recipients through liquid nitrogen cryopreservation technology at -196 degrees Celsius, coupled with backup systems and business risk prevention to maintain the perfect quality of customers' biological assets for up to 60 years.

E - Evolving Innovation (Extending Innovation to Products)

MEDEZE is committed to continuous innovation and development, leveraging its specialized expertise in cell banking to create "downstream" innovations that add value. Examples include developing NK Cell innovations to boost immunity and hair follicle cell innovations for hair regeneration, as well as developing innovative biopharmaceutical products and services that address future health needs. This is coupled with expanding business opportunities through a Franchise Model to transfer technology and knowledge to a wider market, systematically supporting the sustainable growth of the health economy.

Z - Zenith of Sustainable Logistics (Zenith of Sustainable Logistics)

MEDEZE aims to develop and manage logistics processes efficiently and with environmental responsibility, focusing on the use of circular packaging. Emphasis is placed on reducing impacts throughout the value chain through efficient resource utilization, greenhouse gas management, and appropriate energy management to support sustainable business operations and build long-term stakeholder confidence.

E - Everlasting Wellness (Delivering Sustainable Wellness Value)

MEDEZE aims to deliver sustainable wellness and quality of life by enhancing long-term healthcare (Longevity) for service recipients through the integration of research, technology, and comprehensive healthcare service systems. Treatment outcome data and customer satisfaction will be analyzed to develop improved innovations and healthcare approaches that meet long-term customer needs, thereby supporting sustainable business growth.

Business Value Chain

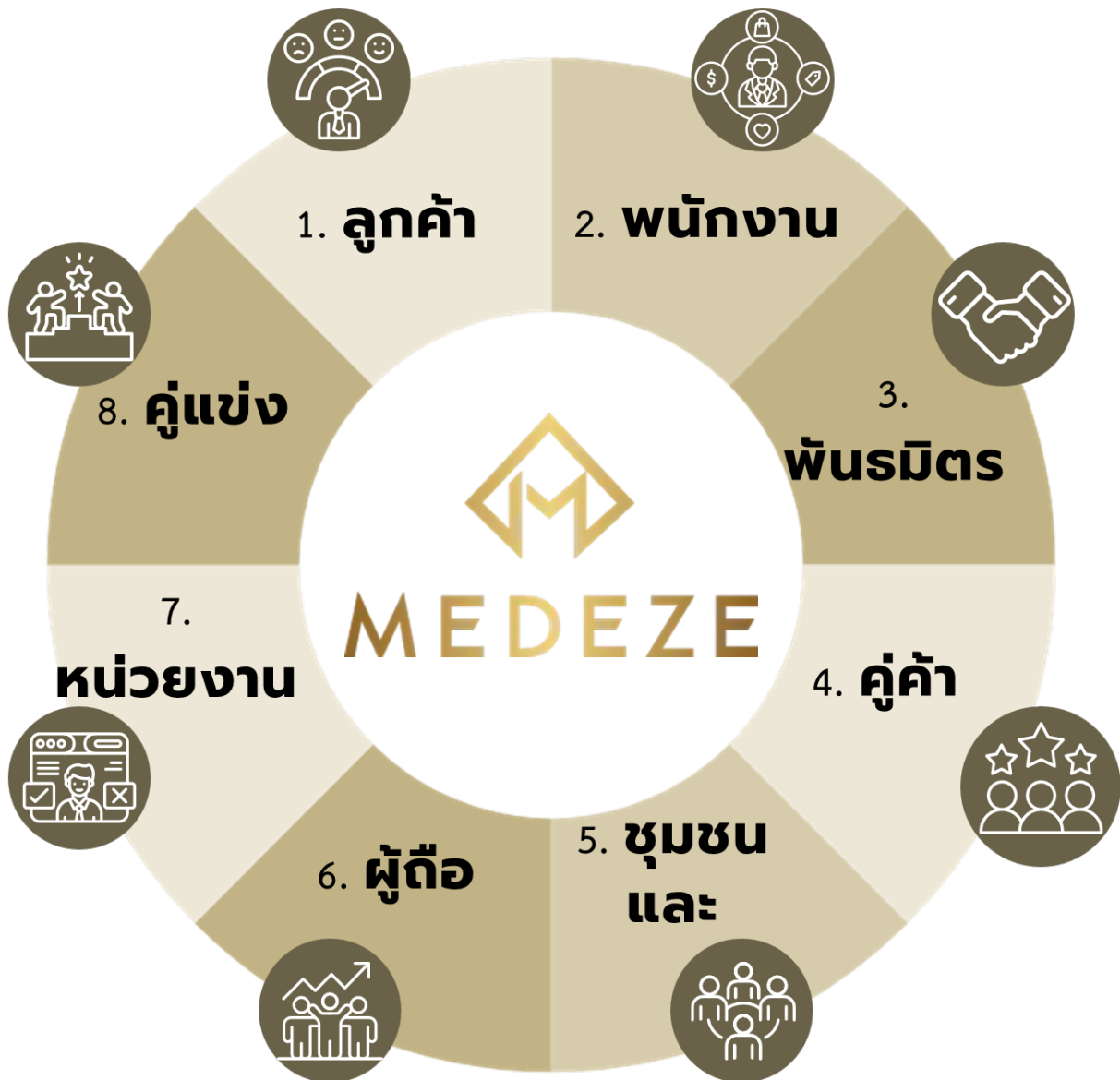
The MEDEZE value chain begins with the ethical and traceable sourcing and procurement of quality cells, followed by excellence in production processes according to international standards, and high-tech storage for maximum safety. This then extends to medical innovation and research that creates long-term value, coupled with a safe and environmentally friendly logistics system throughout the chain. Operations are conducted under principles of good governance, respect for human rights, risk management, and transparent information disclosure, aiming to enhance confidence in line with FTSE's sustainability assessment guidelines and foster long-term sustainable growth.

Stakeholder Analysis in the Value Chain

The Company has conducted a stakeholder analysis and prioritization, considering the relationship between the organization's core activities and relevant stakeholders who may be affected by the organization's activities, both positively and negatively, and both actual and potential impacts. Stakeholder prioritization is determined by the level of impact the Company has on stakeholders and the level of importance or role stakeholders have for the Company.

1. ลูกค้า	การระบุผู้มีส่วนได้เสียทั้งภายในและภายนอกองค์กรที่เกี่ยวข้องในแต่ละกิจกรรมตลอดห่วงโซ่คุณค่า	2. วิเคราะห์	การวิเคราะห์และทบทวนบทบาท หน้าที่ ความสำคัญ อิทธิพล รวมถึงความสนใจและความคาดหวังของผู้มีส่วนได้เสียทุกกลุ่ม
3. ประเมิน	การประเมินพิจารณาจากผู้ที่มีระดับอิทธิพลสูงต่อการตัดสินใจหรือการดำเนินงานขององค์กรและระดับผลกระทบต่องานผู้มีส่วนได้เสียทั้งเชิงบวกและเชิงลบ	4. จัดลำดับความสำคัญ	การนำผลการประเมินมาใช้ในการจัดลำดับความสำคัญของผู้มีส่วนได้เสียเพื่อกำหนดแนวทางการมีส่วนร่วม

The results from the stakeholder analysis and prioritization indicate that there are 8 stakeholder groups, which can be prioritized as follows: 1) Customers, 2) Employees, 3) Business Partners, 4) Suppliers, 5) Communities and Society, 6) Shareholders and Investors, 7) Regulatory Bodies, and 8) Competitors. These are presented according to the details of the relationships with the core business activities as follows:



The Company establishes guidelines for stakeholder engagement based on principles of good governance, transparency, and effective risk management, by integrating **Materiality Issues (Materiality)** with the 4G strategy and sustainable business plan, focusing on creating two-way communication channels to transparently receive feedback and complaints, in order to meet expectations, reduce risks, and build **Shared Value (Creating Shared Value)** in the long term, with details as follows:

Level	Stakeholders	Stakeholder Engagement
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<p>High Influence Highly Affected</p>	<ul style="list-style-type: none"> ● Customers ● Employees 	<p>The Company places the highest importance on customer and employee engagement by developing safe, high-quality, and environmentally conscious products and work processes. This is coupled with systematically listening to feedback, complaints, and suggestions to continuously improve products, services, and the working environment, while transparently communicating performance results to build long-term trust and shared value.</p>
<p>High Influence Lowly Affected</p>	<ul style="list-style-type: none"> ● Suppliers and Business Partners 	<p>The Company promotes collaboration with suppliers and partners based on business ethics and mutually agreed standards, establishing guidelines for quality, safety, environment, and human rights throughout the value chain. It regularly monitors, evaluates, and discusses development approaches to elevate shared standards and foster sustainability across the business value chain.</p>
<p>Low Influence Highly Affected</p>	<ul style="list-style-type: none"> ● Shareholders and Investors ● Communities and Society 	<p>The Company builds confidence through transparent disclosure of information material to enterprise value, covering environmental, social, and governance risks and opportunities throughout the value chain, including local sourcing, local employment, and managing key sustainability issues that may affect performance. The Company regularly communicates information through reports and investor meetings to support responsible and sustainable investment decisions in the long term.</p>

Low Influence Lowly Affected	<ul style="list-style-type: none"> ● Regulatory Bodies ● Competitors 	<p>The Company conducts its business strictly within the legal framework and regulatory requirements, continuously monitoring changes in regulations and sustainability standards. It is committed to disclosing accurate, complete, and timely information. Concurrently, the Company respects fair competition principles and business ethics, does not seek undue advantages, and aims to elevate industry standards with social and environmental responsibility.</p>
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Responding to Expectations and Creating Value with Stakeholders

The Company aims to create shared value and develop relationships with stakeholders by reviewing issues of stakeholder interest and developing diverse engagement channels for receiving feedback and suggestions, both formal and informal. This includes promoting stakeholder engagement on issues of interest to minimize risks and impacts on business operations within the business value chain.

Business value chain diagram

ช่วงโซ่มูลค่า	M	E	D	E	Z	E
กิจกรรมหลัก	Medical Sourcing	Excellence in processing	Deep Cryopreservation	Evolving Innovation	Zenith of Sustainable Logistics	Everlasting Wellness
ผู้มีส่วนได้เสีย	ลูกค้า ลูกค้าพันธมิตรทางธุรกิจ หน่วยงานกำกับ (อย.)	1. ลูกค้า 2. พนักงาน	ลูกค้า พนักงาน	ผู้ถือหุ้นและนักลงทุน พันธมิตรทางธุรกิจ หน่วยงานกำกับ (อย.) พนักงาน คู่แข่ง	ลูกค้า ชุมชนและสังคม	พันธมิตรทางธุรกิจ (แพทย์ โรงพยาบาล แพทย์ โยธา) ลูกค้า
คุณค่าที่ส่งมอบ	สร้างความเชื่อมั่นและคุ้มครองสิทธิ ผู้บริโภคที่ตื่นตัว	ยกระดับคุณภาพและความปลอดภัยของผลิตภัณฑ์	รักษาคุณภาพเซลล์ระยะยาว เพื่อการรักษาและวิจัยใน	สร้างนวัตกรรมทางการแพทย์ขั้นสูง ที่ตอบสนองผู้สุขภาพเฉพาะ	ลดผลกระทบต่อสิ่งแวดล้อม ตลอดห่วงโซ่อุปทานสุขภาพ	ยกระดับคุณภาพชีวิตและสุขภาวะ ของผู้คนทุกช่วงวัย

Analysis of stakeholders in the business value chain

Details of stakeholder analysis in the business value chain

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
<u>Internal stakeholders</u>			
<ul style="list-style-type: none"> • Employees 	<ul style="list-style-type: none"> • Appropriate compensation aligned with economic conditions • Welfare and benefits • Opportunities for career advancement in the field of work • Building experience, skills, and knowledge in operations • Job satisfaction 	<p>Provide appropriate compensation and benefits. Communicate various activities and training programs to employees at different levels through various channels and online systems to enhance employee skills. Establish clear and continuous career paths. Provide statutory benefits and ensure workplace safety.</p>	<ul style="list-style-type: none"> • Internal Meeting • Complaint Reception • Employee Engagement Survey • Satisfaction Survey • Training / Seminar • Others <ul style="list-style-type: none"> • Performance Appraisal System • Operate in accordance with environmental management and occupational safety system standards, and improve welfare as appropriate.
<ul style="list-style-type: none"> • Investors or investment institutions • Shareholders 	<ul style="list-style-type: none"> • Good operational performance and sustainable business growth • Good corporate 	<ul style="list-style-type: none"> • Generate performance and growth • Disclose information and communicate with transparency 	<ul style="list-style-type: none"> • Annual General Meeting (AGM) • Others <ul style="list-style-type: none"> • Opportunity Day Event

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
	<p>governance</p> <ul style="list-style-type: none"> • Anti-corruption and bribery • Appropriate qualifications of the Board of Directors and executives • Complete, accurate, and timely disclosure of information • Valuable and sustainable return on investment 	<p>and verifiability</p> <ul style="list-style-type: none"> • Provide opportunities for shareholders, the Board of Directors, and executives to regularly attend shareholder meetings • Prepare and distribute meeting documents in advance and shareholder meeting minutes • Organize annual general meetings of shareholders • Organize activities to build relationships with shareholders (Opportunity Day) • Organize roadshows for investors and the general public 	<ul style="list-style-type: none"> • Annual Report (Form 56-1 One Report) • Disclose information through the Stock Exchange's system and the company's website. • Provide inquiry channels through the company's website and email.

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
<u>External stakeholders</u>			
<ul style="list-style-type: none"> • Customers 	<ul style="list-style-type: none"> • Highest quality and safety of cells • Confidentiality of genetic and personal data • Health and anti-aging innovations that deliver tangible results 	<ul style="list-style-type: none"> • Maintain international certification standards such as AABB, NEBB. • Utilize advanced Cybersecurity systems to protect customer data. • Develop new services such as NK Cells and Hair Follicle Cells that address longevity. 	<ul style="list-style-type: none"> • Online Communication • Satisfaction Survey • Others <ul style="list-style-type: none"> • Customer Service System (Customer Service)
<ul style="list-style-type: none"> • Business partners 	<ul style="list-style-type: none"> • High-quality and reliable cell products • Provision of information and academic expertise • Prompt, accurate, and standardized services 	<ul style="list-style-type: none"> • Quality and reliable cell products • Academic information and knowledge support • Fast, accurate, and standardized services 	<ul style="list-style-type: none"> • Visit • Online Communication • External Meeting • Others <ul style="list-style-type: none"> • Online Laboratory Reporting System

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
<ul style="list-style-type: none"> Suppliers 	<p>Conducting business under a code of conduct and company policies; Supporting value co-creation for customers through business operations; Not taking advantage of business partners; making payments on time; Treating business partners, allies, and other service providers fairly.</p>	<p>Conducting business under a code of conduct and company policies; Supporting value co-creation for customers through business operations; Not taking advantage of business partners; making payments on time; Treating business partners, allies, and other service providers fairly.</p>	<ul style="list-style-type: none"> External Meeting Complaint Reception Training / Seminar Others <ul style="list-style-type: none"> Partner Assessment
<ul style="list-style-type: none"> Community 	<ul style="list-style-type: none"> Conduct business under business ethics and company policies, without negatively impacting society, communities, and the environment. Utilize 	<ul style="list-style-type: none"> Establish and ensure that the company does not create or cause negative impacts on society, communities, and the environment. The company 	<ul style="list-style-type: none"> Social Event Others <ul style="list-style-type: none"> Receive feedback through social media and digital platforms such as Line official account

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
	<p>natural resources responsibly and efficiently. • Address problems and promptly mitigate impacts arising from operations. • Engagement and service channels to meet the needs of society and communities.</p>	<p>adheres to principles, policies, and laws.</p> <ul style="list-style-type: none"> • Support community and social assistance activities and continuously promote social cooperation. • Conduct business with prudence and caution to prevent impacts on communities and the environment. • Respect human rights and promote social equality. 	
<ul style="list-style-type: none"> • Government agencies and Regulators 	<ul style="list-style-type: none"> • Compliance with laws and ethics • Data transparency and verifiable disclosure 	<ul style="list-style-type: none"> • Comply with relevant laws, such as the Hospital Act and PDPA. • Disclose operational information transparently and verifiably. 	<ul style="list-style-type: none"> • Others • Annual Report (Form 56-1 One Report)

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
<ul style="list-style-type: none"> Competitors 	Conduct business with transparency and fair competition	Revise and amend policies and practices related to corporate governance, anti-corruption, and business ethics in accordance with international standards.	<ul style="list-style-type: none"> Others Regularly monitor competitor performance.

Diagram of the stakeholder analysis in the business value chain



Information on organization's material sustainability topics

Organization's material sustainability topics

The company has identified its sustainability : Yes

materiality topics

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

Details of organization's material sustainability topics

The names of the sustainability materiality topics	Subjects related to the sustainability materiality topics
	<ul style="list-style-type: none">• Environmental Management Standards Policy and Compliance• Innovation Development• Others : Human Capital Retention and Development
.	<ul style="list-style-type: none">• Human Rights• Fair Labor Practices• Good Governance• Sustainability Risk Management• Others : Privacy and Security of Health Data
/	<ul style="list-style-type: none">• Energy Management• Water Management• Waste and Waste Management• Greenhouse Gas Management• Community / Social Responsibility

Information on sustainability report

Corporate sustainability report

Corporate sustainability report : Have data

Company sustainability disclosure aligned with standards

Company sustainability disclosure aligned with standards or guidelines : GRI Standards

reduced spending or declining purchasing power. This also includes extreme weather conditions that may impact the supply chain for international transport of biological samples. By considering both current risks and emerging risks that may affect the business in the short, medium, and long term, and preparing comprehensively for stricter regulations, the Company is committed to transforming these challenges into opportunities to create a competitive advantage by integrating the principles of Enterprise Risk Management (COSO ERM) to deliver sustainable value to all stakeholder groups.

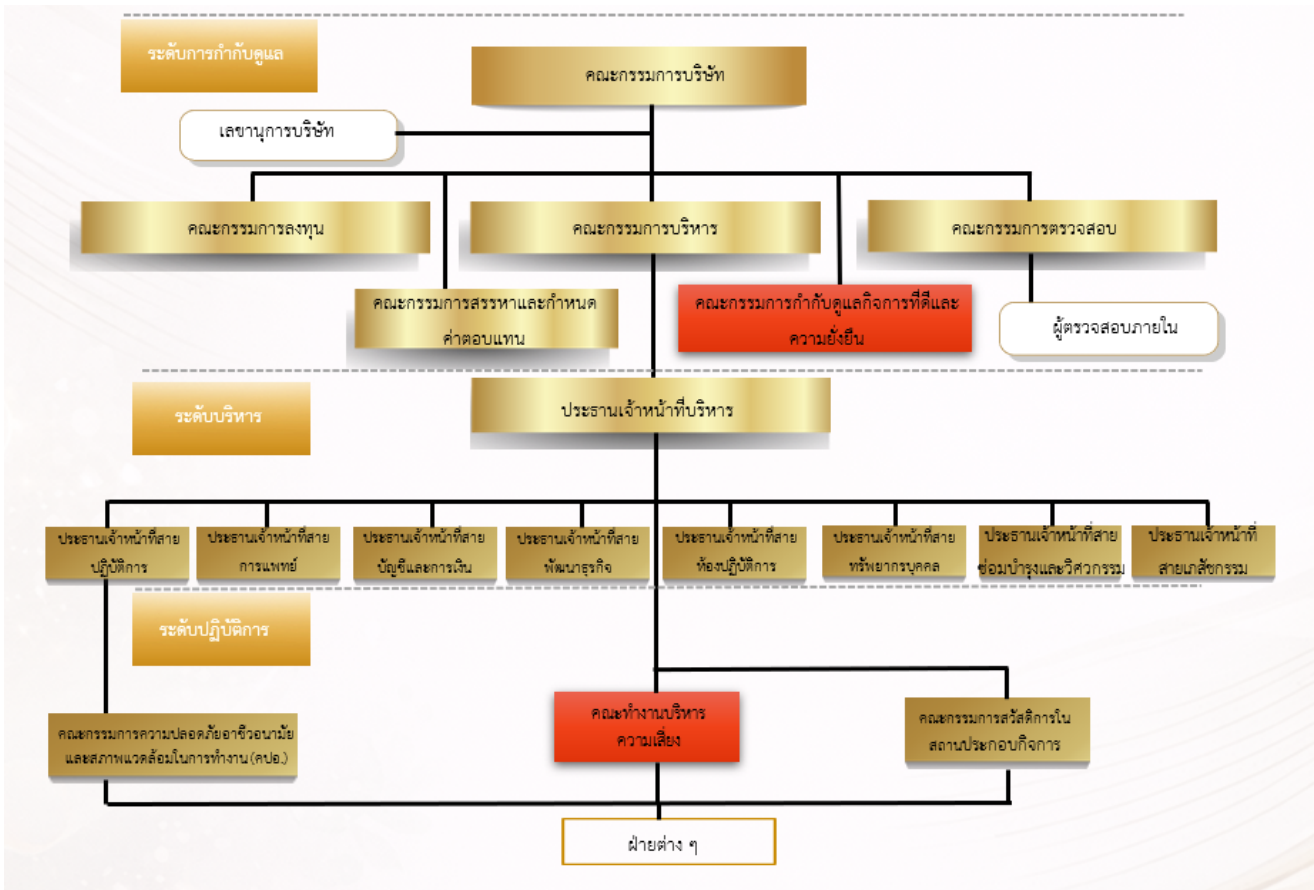
Organizational Direction and Commitment

Commitment to Good Governance

The Company is committed to conducting business with transparency and places importance on good corporate governance, by establishing an appropriate board structure to support effective oversight in terms of roles and responsibilities, independence, business expertise, and board diversity. The Company's structure stipulates that the Chairman of the Board is not the same person as the Chief Executive Officer (CEO). [and the Chairman of the Board must be an independent director.](#) to create a mechanism of checks and balances and oversight that facilitates prudent decision-making and safeguards the best interests of all stakeholder groups. Furthermore, the Company also emphasizes diversity (Board Diversity), such as gender diversity, independence, and expertise at the board level, by demonstrating a commitment to supporting diversity and setting quantitative targets for continuously maintaining the proportion of female directors as part of promoting diversity in corporate governance. Additionally, the Company has structured its Board of Directors to include an appropriate proportion of independent directors to support the independence of the Board's oversight and decision-making. The Company also sets the size of the Board of Directors at an appropriate level, consistent with the nature of its business and internationally accepted best practices, to enable effective performance of duties and comprehensive coverage of key organizational issues. The Company has established sub-committees predominantly composed of independent directors to perform efficient oversight and supervision, and the Board's performance is evaluated annually. Executive compensation is linked to performance, and conflicts of interest and overlapping interests are strictly managed. This commitment to good governance will help reduce business risks and build confidence among all stakeholder groups as a leader in sustainable global biopharmaceutical innovation.

Governance and Risk Management Structure

The Company has established a systematic governance and risk management structure, encompassing key components such as Good Governance, Anti-Corruption, Code of Conduct, and Enterprise Risk Management, to ensure business operations are transparent, responsible, and capable of efficient risk management. This management structure defines roles and responsibilities across three interconnected levels throughout the organization: 1) Board Level Oversight: The Board of Directors is responsible for setting policies, strategic directions, and governance frameworks for good governance, risk management, and anti-corruption, as well as overseeing and monitoring operations to ensure they align with objectives and stakeholder expectations. 2) Executive Level Management: The Executive Committee and senior management are responsible for translating policies and governance frameworks into practice, by defining action plans, control measures, and risk management systems, and promoting concrete implementation of good governance and ethical practices across all functions. And 3) Operational Level: Departments and employees at all levels are responsible for adhering to established policies and guidelines, by integrating principles of good governance, risk management, and business ethics into daily work processes to ensure effective risk control and operations. This structure strengthens governance mechanisms, linking policy to practice, and supports the organization in conducting business sustainably, transparently, accountably, and in accordance with international standards.



Corporate Governance and Sustainability Committee

Missions of the Corporate Governance and Sustainability Committee in 2025

1. Good Corporate Governance

- 1) Policy formulation and recommendation, by considering and defining guidelines and recommendations regarding ethical policies, business ethics, and anti-corruption measures, to establish correct operational standards for the organization.
- 2) Stakeholder care through proposing and reviewing practices for various stakeholder groups, along with monitoring and evaluating performance.
- 3) Promoting integrated management (by supporting coordination among Governance, Risk Management, Internal Control, and Compliance) for effectiveness.
- 4) Monitoring and evaluation through consultation and tracking the progress of policy implementation in line with national and international standards.

2. Sustainable Development (ESG)

- 1) Strategy and goal setting, by considering policies and plans to address climate change, taking into account the balance of environmental, social, and governance (ESG) aspects.
- 2) Promoting sustainability, providing recommendations and driving the Company's operations to achieve sustainability goals.
- 3) Information disclosure and evaluation of sustainability performance, along with overseeing information disclosure to ensure transparency and maximum benefit for stakeholders.

3. Other Aspects and Responsibilities

- 1) Annual review of the suitability of the charter for submission to the Board of Directors.
- 2) Performing assigned tasks or any other duties additionally assigned by the Board of Directors.
- 3) Periodic reporting of performance to the Board of Directors and preparation of reports for disclosure in the 56-1

One Report of
The Company

4) Evaluation by conducting annual performance evaluations.

Table showing the skills, knowledge, and expertise (Skill Matrix) of the Board of Directors

The Company places importance on structuring its Board of Directors to be appropriate and aligned with the business direction and long-term organizational strategy, considering the diversity of skills, knowledge, and experience necessary for effective corporate governance. The Company's Board of Directors consists of 11 members, including executive directors, non-executive directors, and independent directors, all of whom meet the Company's criteria and the requirements of the Securities and Exchange Commission. Therefore, the Company has prepared a Board Skill Matrix to reflect the overall capabilities of the Board across various dimensions, such as business management and strategic planning, finance, accounting, and taxation, risk management and sustainability (ESG), technology, innovation, and medical science, and good corporate governance. This helps in systematically assessing the completeness of the Board's composition and identifying skill gaps necessary for future development. Such disclosure aligns with the guidelines for disclosing directors' qualifications and expertise, enabling stakeholders to transparently assess the suitability of the Board's composition. Simultaneously, it reflects the Board's role in oversight and ensuring that the Company has a robust and effective governance structure. The Board of Directors comprises directors who meet all relevant criteria and possess a diversity of skills aligned with the organization's strategic needs, to support policy decision-making, risk oversight, and long-term sustainable value creation. As follows:

รายชื่อ คณะกรรมการ	ทักษะ ความรู้ ความเชี่ยวชาญ																									
	ผู้นำ	เศรษฐศาสตร์	บริหารธุรกิจ	การเงิน	การแพทย์	ธนาคาร	กฎหมาย	จัดซื้อ	บัญชี	การตลาด	สื่อสิ่งพิมพ์	การตรวจสอบ	ตรวจสอบภายใน	การบริหารธุรกิจ	การเจรจาต่อรอง	การจัดการองค์กร	การจัดการโครงการ	การจัดการข้อมูล	การจัดการความเสี่ยง	การจัดการกลยุทธ์	การจัดการแบรนด์	การบริหารห่วงโซ่มูลค่า	การกำกับรักษาการ	เงินทุนและหลักทรัพย์	การจัดทำงบประมาณ	
1. ดร. วชิร ถิ่นธานี	•	•	•	•					•			•							•							
2. นพ.วินชัย จันทร์พิทักษ์	•				•							•				•							•			
3. ดร.เมธีวาทา ตาล ชัย					•							•					•					•			•	
4. นางสุภาวดี คงทวี				•		•						•		•					•			•			•	
5. นายปิยะวิชัย ราชพลสิทธิ์	•	•	•	•					•					•	•					•		•		•		
6. นพ.วินชัย สัตยาวิฑูรย์	•	•			•									•								•				
7. นายธนศักดิ์ สวัสดิ์ ศรี	•						•							•						•		•		•		
8. นพ.วีระพล เขมรังษรค์	•		•		•									•	•					•		•		•		•
9. นางพรรณอุไร อัศวศิริสกุล					•			•						•									•			•
10. พล.ร.ช.วินัย โอเจริญ	•				•							•	•						•							
11. นส.สุภาภาณูจน์ กิจโกศล				•				•				•	•	•	•	•	•	•	•	•		•			•	•
12. นส.ศันติทา พิทักษ์เนติกุล										•	•			•						•	•					
13. ดร. ธนัท กุลกาญจนาวรรณ					•	•				•				•	•											
รวม	5	3	3	4	5	1	1	1	3	1	1	5	2	2	6	4	2	3	5	6	1	9	1	1	1	4

The Company conducts performance evaluations of the Board of Directors and sub-committees at least once a year to enhance the efficiency of corporate governance to continuously respond to risks, opportunities, and stakeholder expectations, leading to long-term trust and sustainable growth. The evaluation results were excellent and will be used to develop the Board's work in the next phase.

Information on ESG risk factors management standards

ESG risk factors management standards

Standards on ESG risk management : Yes

Standards on ESG risk management : COSO - Enterprise risk management framework (ERM)

Information on ESG risk factors

Risk factors on business operation

Operational risk associated with the Company or the group of companies

Risk 1 Economic recession

Related risk factors : Strategic Risk

- Volatility in the industry in which the company operates
- Economic risk

ESG risk factors : Yes

Risk characteristics

1. Increasing Economic Imbalance
2. Trends in the Global Security Situation

Risk-related consequences

The company's sales did not meet the target.

Risk management measures

1. Utilize stock exchange listing to outperform competitors.
 - Stimulate and strengthen more efficient and stringent management.
 - Utilize funds from fundraising to increase sales and expand markets both domestically and internationally.
 - Promote the company's products or services to be more widely known to the public through news, especially investor groups.
2. Plan to expand service channels to cover Southeast Asian countries, including Thailand, Brunei, Cambodia, Indonesia, Laos, Malaysia, Myanmar, Philippines, Singapore, Vietnam, and East Timor, etc.
3. Plan to procure reagents, chemicals, and consumables directly without intermediaries.
4. Conduct targeted marketing with increased precision towards target groups, such as investors and businesspeople.
5. Given the high uncertainty in the global economic situation, the company plans its management by focusing more on self-reliance, by creating self-sustainability.
6. Elevate services from being a cell bank to a manufacturing facility for "Advanced Therapy Medicinal Products (ATMPs)" for opportunities to access to medicine for customers and the public, and promote bio-economy by signing an MOU with Vachira Phuket Hospital and the Permanent Secretary's Office, Ministry of Public Health, starting with 3 common disease groups in Thailand: "Degenerative Disc Disease - Skin Diseases and Anti-aging -

colorectal cancer" and build confidence for service recipients.

7. Participate in the GMP Sandbox project - expedite the application for GMP PIC/S standard certification and proceed with research in.

Clinical trial phase 1 and 2 to prepare for drug registration.

Risk 2 Financial liquidity decreased

Related risk factors : Strategic Risk

- Behavior or needs of customers / consumers
- Competition risk

Financial Risk

- Insufficient sources of funding
- Liquidity risk
- Income volatility

ESG risk factors : Yes

Risk characteristics

1. Economic recession, instability
2. Overdue debtors (Overdue)
3. Sales not meeting targets
4. Expenses exceeding the allocated budget
5. Increased competition

Risk-related consequences

1. The company's cash flow was not as anticipated.
2. Revenue decreased.
3. Costs and expenses increased, leading to a decrease in the company's profit.

Risk management measures

1. Monitor and analyze figures (sales) with the Chief Business Development Officer (CBDO) weekly.
2. Increase Key Doctors and Recommenders to help refer cases to the company.
3. Increase manpower to full capacity in all areas.
4. Organize sales promotion campaigns suitable for the situation, in collaboration and strategic planning with the multimedia production department.
5. Train sales representatives on sales presentations and presentations that attract pregnant customers. relevant medical doctors or personnel to inform them of the product's benefits.
6. Hold monthly meetings with the sales representative team to monitor sales performance, identify issues, and recommend solutions, and Hold sub-team meetings weekly.
7. Organize booth activities at academic conferences to increase doctors' awareness of the company's products.
8. Expand customer base - focus on customers for fat storage.
9. Open new markets by focusing on approaching orthopedic surgeons and dermatologists to support clinical trials. of adipose-derived stem cells as Advanced Therapy Medicinal Products (ATMPs) for drug registration.
10. Strive to collect 100% of payments after delivery.
11. Monitor collection plans by holding debtor follow-up meetings twice a month.
12. Adhere to the operational procedure for debt collection (QP-32-00-03).
13. Increase payment channels, including collaborating with banks to promote credit card payments, application payments, check payments, etc.
14. Establish a clear agreement with the client from the outset to ensure the client pays the company according to the agreement.

Risk 3 Return on investment did not meet the targets set by the company.

Related risk factors :

Financial Risk

- Change in financial and investment policies of financial institutions that affect business operations
- Fluctuation in exchange rates, interest rates, or the inflation rate
- Fluctuation in return on assets or investment

ESG risk factors : Yes

Risk characteristics

1. Economic recession, instability
2. Fund managers are unable to manage investment returns to meet the targets set by the company.

Risk-related consequences

1. Refunds for Priority Package customers are insufficient.
2. The company must pay additional funds from the difference in returns generated from the investment.

Risk management measures

1. Regularly monitor investment performance.
2. The company invests 100% in government bonds (instead of equity investments) and reinvests the interest earned from investments (Re-Investment) to achieve higher returns.
3. Allocate business surplus annually, based on the difference between actual investment performance and target returns.

Risk 4 The operations of all units are not in compliance with the Personal Data Protection Act B.E. 2562 (2019) - internally and externally.

Related risk factors :

Compliance Risk

- Change in laws and regulations
- Laws and regulations is not favorable for doing business
- Violations of laws and regulations

ESG risk factors : Yes

Risk characteristics

1. Disclosure of customer's personal data to third parties
2. Data theft through information systems
3. External companies, such as service agents and insurance companies, violate or disclose personal data

Risk-related consequences

1. The company may be held liable for damages or be legally responsible as prescribed by law.
2. Loss of the organization's reputation and credibility.

Risk management measures

1. Establish policies and appoint responsible persons
 - 1.1 Appoint a Data Protection Officer (DPO) and a DPO team with knowledge and understanding of PDPA to oversee

legal compliance, coordination with relevant agencies, and serving as a contact person for data subjects.

1.2 Review the Personal Data Protection Policy (Privacy Policy) to cover the types of data collected, purposes of data use, retention period, security measures, and data subject rights, especially for health data.

which is sensitive personal data.

1.3 Review the purposes of data processing for collecting, using, or disclosing personal data, ensuring that the purposes are specified.

clear and specific

1.4 Perform Data Mapping or create a Data Map to identify what types of personal data are collected, used, and stored by

which entities, who is the controller, and how data flows, to gain an overview and effectively manage risks.

2. Management of consent and data subject rights.

2.1 Obtain consent for sensitive data, ensuring it is in an easily understandable format, and data subjects can withdraw consent at any time.

3. Establish data security measures

3.1 Define data encryption (Encryption), such as using encryption both during data transmission and when data is stored.

3.2 Install intrusion prevention and detection systems (Firewall and Intrusion Detection/Prevention Systems) to prevent access.

unauthorized access to data.

3.3 Access control, by defining data access rights according to responsibilities and logging data access.

3.4 Regularly and securely back up data to prevent data loss.

3.5 Defining methods for deleting or destroying data in cases where usage is complete or data has been mistakenly sent to unauthorized individuals.

4. Develop clear operational manuals for managing personal data in all processes.

5. Provide regular training to all employees on personal data protection to raise awareness and understanding of PDPA

6. Regularly review and assess personal data protection risks based on personal data topics to identify vulnerabilities and continuously improve.

7. Establish a Data Breach Management Plan.

7.1 Develop a clear data breach response plan, covering detection, impact assessment, mitigation of damage, reporting incidents to the Personal Data Protection Committee (if applicable), and notifying data subjects.

8. Select service providers that have established measures for controlling personal data retention, such as by reviewing their data protection policy statements.

personal data, etc.

Risk 5 Received products of substandard quality or not meeting requirements

Related risk factors :

Operational Risk

- Systems or internal control system
- Human error in business operations
- Loss or damage from non-compliance of partners
or
counterparties

ESG risk factors : Yes

Risk characteristics

1. The requester provided incomplete or unclear product specifications, or no accompanying images.
2. No opportunity to test the product prior to purchase.

3. Some product items have unclear or incomplete agreements with the outsource.
4. Did not thoroughly verify the accuracy of the PR document.

Risk-related consequences

1. Receipt of low-quality goods or services / not meeting operational requirements.
2. Operational delays occurred.
3. Company costs increased.

Risk management measures

1. The requesting department must clearly specify product details such as brand, model, specific requirements, and photos (if any).

2. Verify the accuracy of the purchase requisition or product specifications completely. If incomplete, inquire for additional details from the requester.

3. Notify personnel with product knowledge to participate in product inspection or appoint an inspection committee.

4. In case products do not meet requirements or are of inferior quality, return the products and follow up with the supplier/contractor regarding the errors and

Corrective Action: For domestic products, respond within 3 days, and for international products, respond within 7 days.

5. Select suppliers/contractors according to the operational procedure for supplier/contractor selection (QW-13-00-02).

6. Evaluate suppliers/contractors according to the operational procedure for supplier/contractor evaluation (QW-13-00-07).

7. Inform suppliers/contractors of the evaluation results to improve quality and efficiency further.

8. Search for new suppliers/contractors to obtain better quality and more efficient suppliers/contractors than before.

9. Remove suppliers/contractors who fail evaluation and show no improvement from the supplier/contractor register.

Risk 6 Seller or contractor lacks quality or efficiency

Related risk factors :

Operational Risk

- Corruption

ESG risk factors : Yes

Risk characteristics

1. No comparison of quality or service due to some product categories having a single supplier / few suppliers.
2. These are urgent products, leaving no time for comparison.
3. Unable to find comparable products because the Supplier did not provide a quotation.
4. Insufficient information regarding the quality or capability of the Outsource.

Risk-related consequences

1. The company lost opportunities to purchase quality goods or services.
2. Increased operational duration.
3. The company's costs or budget increased.
4. The company lost opportunities to negotiate product prices.

Risk management measures

1. Select vendors/contractors according to the operational procedure for vendor/contractor selection (QW-13-00-02).

2. Evaluate vendors/contractors according to the operational procedure for vendor/contractor evaluation (QW-13-00-07).

3. Inform vendors/contractors of evaluation results to acknowledge them and facilitate further improvement in quality and efficiency.

4. Search for new vendors/contractors to acquire those with superior quality and efficiency.

5. Remove vendors/contractors who fail evaluation and show no improvement from the vendor/contractor register.

Risk 7 Procurement did not comply with the specified budget.

Related risk factors :

Operational Risk

- Shortage or fluctuation in pricing of raw materials
or
productive resources

ESG risk factors : Yes

Risk characteristics

1. Fluctuation of raw material prices / currency exchange rates
2. Seller or contractor increases the price of goods or services

Risk-related consequences

1. A discrepancy arises between the price and the company's cost rate.
2. Increased costs, not aligning with the company's selling price, or reduced profit.

Risk management measures

Inventory Control and Monitoring

1. Analyze usage rates to optimize floor stock in accordance with the Inventory Management Operating Procedure (QP-14-00-01).
2. Verify inventory levels against floor stock after each product disbursement (product disbursement cycle is every 2 weeks).
3. Conduct a physical inventory count at the end of each month according to the plan to ascertain the current stock balance.
4. Order products when inventory levels approach the floor stock quantity.
- In cases where products are received free from suppliers, such as blood collection tubes, coordinate with the supplier to ensure sufficient stock for disbursement.
5. In cases of abnormally high withdrawal rates, information must be verified with users and then used to plan product procurement.

Risk 8 Corruption

Related risk factors :

Operational Risk

- Corruption

ESG risk factors : Yes

Risk characteristics

1. Supplier provides gifts or benefits to employees.
2. Employees and Suppliers have a close relationship or know each other personally.

Risk-related consequences

1. Resulting in unfair price competition.
2. Products may not meet quality standards.

Risk management measures

1. Adhere strictly to the procurement/hiring manual procedures to ensure transparency and auditability in procurement.
2. Clarify to procurement officers regarding disciplinary penalties in cases of corruption and the consequences under company rules and regulations, including legal implications.

Laws

3. Should any irregularities or corruption be observed, report through the channels designated by the company.

4. Procurement officers must not accept benefits or rewards from suppliers/contractors offered as bribes that could influence the selection of suppliers/contractors. Purchases of items outside the budget must be approved by the requesting department from the Board of Directors before proceeding with the order.

5. The inspection and acceptance of goods must be carried out in accordance with the goods inspection and acceptance manual, in conjunction with the requesting party and the warehouse department, and strictly adhered to.

Risk 9 Insufficient product quantity for withdrawal and issuance.

Related risk factors :

Operational Risk

- Shortage or fluctuation in pricing of raw materials
or
productive resources
- Systems or internal control system
- Human error in business operations
- Inventory risk

ESG risk factors : Yes

Risk characteristics

1. Delayed receipt of goods, not conforming to the specified timeframe, or incomplete quantity of goods received.
2. Insufficient product orders for operational use.
3. Supplier delivered products not conforming to specifications or damaged during transit, leading to non-receipt of goods.
4. Incorrect goods receipt recording or goods not yet received into the system.

Risk-related consequences

Insufficient goods or raw materials for use, leading to operational disruption.

Risk management measures

1. Analyze usage rates to adjust Floor Stock appropriately according to the Inventory Management Operating Procedure (QP-14-00-01).
2. Check inventory levels against Floor Stock every time after products are disbursed (for products every 2 weeks).
3. Conduct a planned inventory count at the end of each month to ascertain the current remaining stock.
4. Order products when inventory levels approach the Floor Stock quantity.
 - In cases where products are received free of charge from suppliers, such as blood collection tubes, coordinate with the supplier to ensure sufficient stock is drawn.
per disbursement.
5. In cases of unusually high disbursement rates, information must be verified with users, and then used to plan product orders.

Risk 10 Failed to comply with international sample transportation requirements (IATA)

Related risk factors :

Operational Risk

- Human error in business operations

ESG risk factors : Yes

Risk characteristics

The foreign agent packing the samples (Packing) failed to comply with the prescribed standards for sample transportation (IATA)

Risk-related consequences

1. Sample quality does not meet standards
2. Violation of laws regarding cross-border sample transportation

3. Customer cancels contract
4. The company loses revenue

Risk management measures

1. Coordinate with international branch representatives to arrange sample transportation as follows:
 - 1.1 Cambodia: Transport contracts, sample storage boxes, and samples via road transport company. Transit time: 24-48 hours.
 - 1.2 Myanmar: Transport contracts, sample storage boxes, and samples via air freight. Transit time: 24-48 hours. and transported via a road transport company. Transit time is 72 hours, with the transport company replenishing ice packs every 24 hours.
 - 1.3 Vietnam: Transport contracts, sample storage boxes, and samples via air freight. Transit time: 24-48 hours.
 - 1.4 Indonesia: Transport contracts, sample storage boxes, and samples via air freight. Transit time: 24-48 hours.
2. Monitor the temperature of samples during transit from the origin to the laboratory using a temperature data logger.
3. Track shipments using the tracking number provided by the shipping company to prevent delays in delivery to the company.
4. In the event of the Thai-Cambodian border crossing closure, the transportation plan will be changed from using land transport via border checkpoints to air freight instead.

Information on business continuity plan (BCP)

Business Continuity Plan (BCP)

Business Continuity Plan (BCP) : No

None

Sustainable supply chain management

Information on sustainable supply chain management policy and guidelines

Sustainable supply chain management policy and guidelines

Company's sustainable supply chain management : Yes
policy and guidelines

Information on sustainable supply chain management plan

Sustainable supply chain management plan

Company's sustainable supply chain management : Yes
plan

Business Partner Code of Conduct

The Company is committed to conducting business responsibly towards society and the environment. It establishes guidelines for partners and suppliers through the Supplier Code of Conduct, serving as a framework for business operations that comply with laws, international standards, and business ethics. This covers human rights, labor, safety, occupational health, environment, and anti-corruption in all forms, avoiding conflicts of interest, and preventing and managing risks that may arise from partners. The Company expects all partners to strictly adhere to these requirements and conduct business with transparency, fairness, and accountability, without tolerating illegal labor, human rights violations, discrimination, unsafe working environments, poor occupational health, unhygienic conditions that hinder efficient work, or operations that negatively impact society and the environment. The Company has a total of 276 partners, classified by strategic importance and risk level as follows:

1. Critical Tier 1 Suppliers: A group of partners that conduct business with the Company, play a crucial role in core production processes, and cannot be replaced in the short term due to specialized expertise or being key raw material suppliers, especially for products and services directly related to the customer's stem cell separation, cultivation, and storage processes, which are of strategic importance to the organization.
2. Critical Non-Tier 1 Suppliers: A group of partners that conduct business with the Company, play a supporting role in operations, and impact the continuity of the value chain. They can be replaced, but it requires appropriate time and management.

Partner Type	Number (Companies)	Percentage
1. Critical Tier 1 Suppliers	23	8.33
1. Critical Non-Tier 1 Suppliers	253	91.67
Total	276	100.00

Guidelines for Business Partner Code of Conduct Management

The Company recognizes the importance of sustainable business operations throughout the value chain, emphasizing everything from raw material sourcing production, transportation, and delivery of products and services to customers. Therefore, the Company has developed a Sustainable Supply Chain Management process that integrates economic, social, environmental, and good governance issues into the selection, evaluation, and monitoring processes. This systematic approach aims to prevent and mitigate risks, as well as create long-term shared value. This approach covers everything from preventive risk assessment to continuous monitoring and improvement of supplier operational standards.



1. Partner Selection

The Company has established a supplier selection process that integrates economic, social, environmental, and good governance criteria, alongside quality, cost, service, and technical capabilities. This ensures that selected partners operate according to the organization's sustainable development principles. Furthermore, all partners are required to sign and adhere to the "Supplier Code of Conduct" as part of their contractual terms. This serves as a guideline for elevating sustainability throughout the value chain and is systematically communicated through various channels, such as email, website, and official notices.

Integration of Business Partner Code of Conduct

The Company defines and declares its commitment to the Business Partner Code of Conduct as a guideline for partners to operate in economic, social, environmental, and good governance aspects. Partners must adhere to conducting business with integrity, complying with local laws, respecting human rights without forced labor, child labor, or modern slavery, under occupational health and safety supervision, combating all forms of corruption, including a No Gift Policy, and protecting the personal data of employees, partners, and service recipients. Furthermore, the Company emphasizes efficient use of natural resources and community development to build trust and shared value for all stakeholders throughout the value chain. The Company provides channels for reporting misconduct and reserves the right to consider contract termination if violations of the Code of Conduct are found. Communication and training for employees on specific sustainability courses are regularly conducted to ensure proper implementation.

2. Partner Assessment (Due Diligence)

The Company systematically assesses the risks and potential of its partners, covering operational, financial, legal, and sustainability (ESG) risks, to prevent potential impacts on business continuity and organizational reputation. Examples include financial stability, ability to deliver goods or services, reliance on raw material sources, geopolitical and climate risks, and compliance with laws and regulations. New partners must undergo an assessment based on sustainability (ESG) criteria before being added to the Approved Vendor List. Existing partners are continuously evaluated annually through a Self-Assessment Questionnaire on environmental, social, and governance aspects, as well as Onsite Audits, depending on the risk level and importance of the partner (Critical Tier 1 Supplier). The Company utilizes a Risk Classification process that covers economic, social, environmental, and governance dimensions to determine appropriate management measures for high-risk partners, such as developing improvement and development plans, setting additional contractual conditions, or considering alternative suppliers to prevent and mitigate risks that may affect the continuity and sustainability of the value chain.

3. Monitoring and Review

The Company has a system for monitoring partner operations regarding economic, social, environmental, and good governance issues. In cases where deficiencies or risks are identified, the Company and its partners will jointly develop corrective action plans, clearly defining timelines and responsible parties. Follow-up will continue until all issues are fully resolved. The Company reserves the right to terminate contracts if partners fail to rectify issues or comply with requirements within the specified timeframe. Furthermore, the Company aims to foster collaborative partnerships with partners to enhance efficiency and create shared value sustainably throughout the value chain. Plans for developing partner potential are outlined as follows:

1. **ESG and Bioethics Training and Knowledge Development** The Company promotes learning in environmental management, human rights protection, biosafety (health data protection, and medical ethics) to elevate operational standards in line with international requirements and stakeholder expectations. This includes training partners on environmental and social issues and management approaches.
2. **Support through sharing best practices and joint innovation** The Company transfers knowledge, best practices, clean technologies, and efficient operational guidelines to enhance partners' capabilities and strengthen supply chain resilience.
3. **Capacity Building for Environmental Impact Reduction and Low Carbon** The Company supports partners in enhancing resource efficiency, reducing waste, managing energy, and lowering greenhouse gas emissions to jointly drive a low-carbon value chain.
4. **Strengthening Labor Standards and Human Rights in the Value Chain** The Company promotes adherence to fair labor principles, equality, workplace safety, and respect for human dignity, in line with international principles and social responsibility.
5. **Long-term Strategic Partner Development** The Company fosters collaboration with potential partners through joint goal setting, performance monitoring, and continuous standard improvement to enhance the long-term stability and sustainability of the health ecosystem.

Information on new suppliers undergoing sustainability screening criteria

New suppliers undergoing sustainability screening criteria

Does the company use sustainability screening : No
criteria with new suppliers?

Information on supplier code of conduct

Supplier code of conduct

Supplier code of conduct : Yes

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

Key suppliers acknowledging compliance with the supplier code of conduct

Does the company require key suppliers to : No
acknowledge compliance with the supplier code of
conduct?

Innovation development

Information on innovation development policy and guidelines in an organizational level

Research and development policy (R&D)

Company's research and development (R&D) policy : Yes

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

	2023	2024	2025
Research and development (R&D) expenses over the past 3 years (Million Baht)	15.67	13.46	17.30

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

The company has continuously conducted research and development of stem cell products, focusing on enhancing product potential in terms of quality, safety, and efficacy in use, under the principles of stem cells and their application in Advanced Therapy Medicinal Products (ATMPs). Over the past three years, the company has developed new cell culture methods and production processes, which have significantly improved cell efficiency and reduced production costs. Additionally, the company is currently researching new products to expand future business opportunities. As a result of these operations, the company has achieved higher competitiveness and can more effectively meet market demands.

Information on organizations innovation culture development and promotion process

Process of developing and promoting the company's innovation culture

Process of developing and promoting the company's : Yes
innovation culture

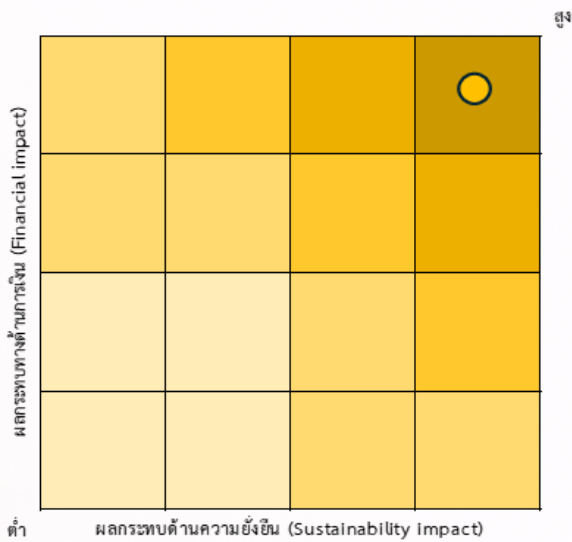
The Company aims to create long-term economic growth through development and extension. **"Regenerative Medicine and Biopharmaceutical Innovation"** By elevating from Thailand's first stem cell bank leader to a creator of a comprehensive biopharmaceutical business ecosystem to support the Longevity Economy, with an emphasis on regenerative medicine and biopharmaceutical innovation focused on transforming research and development (R&D) into new treatment standards through advanced therapeutic innovations (ATMPs), including Stem Cells, NK Cells, and Follicular Hair cells, to build long-term recurring income and expand into international markets. This is based on the "Personalized Precision Medicine" approach to address preventive health and long-term healthcare, founded on operational excellence under international standards such as AABB, NEBB, and GMP. This leads to expanding business opportunities through a franchise model and developing the Company's proprietary culture media products to create new high-potential revenue streams and reduce long-term costs. Furthermore, the Company emphasizes enhancing operational excellence, which increases competitiveness through the application of Robotics, Automation, and Artificial Intelligence (AI) in business processes to improve efficiency, accuracy, and long-term cost control. Therefore, key sustainability issues, including innovation and operational excellence, create value and economic worth alongside sustainable health outcomes, leading to an elevation as a leader in the health economy in the Asian region and aligning with Sustainable Development Goals SDG 3, SDG 8, SDG 9, and SDG 17.

The Company aims to drive **Future Health Economy** (Future Health Economy) under the sustainability strategy "Lead the Longevity Revolution for Healthy Aging and Wellbeing" by developing future business models that connect scientific innovation (Core Science) with standardized business operations and expand to international sustainability (Core Business). The Board of Directors and the Chief Executive Officer have set the strategic direction of "Good Growth" growth towards becoming Asia's health and longevity economy hub by integrating biopharmaceutical innovation into long-term business plans based on strict adherence to laws and international standards such as AABB, NEBB, and GMP, to build maximum confidence among stakeholders throughout the value chain. This includes managing organizational risks and opportunities under the COSO framework and promoting an Economic Ecosystem through hospitals, research institutions, and technology partners to expand competitiveness to the Asian regional level through a franchise model, coupled with developing specialized STEM personnel to support the growth of the Asian industry in the future, leading to positive social impact based on creating "Sustainable Value" for people, society, and the nation in the long term, in line with the organization's "Good Growth" strategy. Based on 3 Strategic Pillars, comprising Regulatory Leadership, Bio Longevity, and Health Economy, which are driven through Strategic Initiatives, namely the Franchise model, the Future Therapeutic Innovation Leader (ATMPs) project, and the Biopharmaceutical Ecosystem Creation (Culture Media) project. This is considered to create a "Barrier to Entry" that is difficult for competitors to imitate and generates high net profits, leading to business outcomes in terms of revenue, profit, stakeholder trust, and positive impacts on the healthcare economy of Thailand and the Asian region, thereby achieving the organization's ultimate goal of becoming **Asia's Health Economy Hub**

Regenerative Medicine and Biopharmaceutical Innovation for Longevity

The advancement of regenerative medicine and biopharmaceutical innovation for longevity is translated from organizational policy and strategy levels into operational practice through MEDEZE's business model. It begins with Value Creation through research and development based on good governance, leading to Value Delivery to society through hospital networks, franchise clinics, and continuous economic Value Capture, forming a "Sustainable Growth Value Loop." This loop is designed for the sustainable value creation process to continuously circulate, leading to tangible results. It focuses on creating "Health Value" that addresses personalized precision medicine, coupled with creating "Economic Value" through highly commercially viable innovations. In the past year, significant operational results are reflected in the growth rate of revenue from new innovative products and services, an increase in the number of research and development (R&D) projects, and the successful market launch of advanced therapeutic medicinal products (ATMPs) to establish new international treatment standards. Furthermore, the management of innovation budgets is overseen by the Board of Directors under a strict governance framework to enhance competitiveness and support sustainable growth as a leader in Longevity in the Asian region.

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The Company identifies a "strategic gap" between the healthcare needs of an aging society and the potential of advanced biotechnology, and chooses to address this through driving innovation in regenerative medicine and biopharmaceuticals with an emphasis on international quality, personalized precision medicine, and creating a comprehensive health ecosystem that connects research, production, and access to the health market. This approach not only helps reduce long-term systemic health risks but also opens new business opportunities in high-growth markets, creates a technological competitive moat, and strengthens the confidence of investors, partners, and service recipients as a sustainable leader in Longevity and Health Innovation in the Asian region in the long term. The rapid global and Asian regional demographic shift towards an aging society has created systemic challenges for public health, the economy, and the quality of life of the population, particularly the burden of long-term medical expenses, the demand for advanced medical technology, and the increasing expectations of service recipients for preventive, restorative, and personalized healthcare. In this context, the regenerative medicine and biopharmaceutical industry has become one of the key mechanisms of the Future Health Economy, playing a role in both improving health outcomes and creating sustainable economic value from innovation. However, the development of cell therapy and ATMP technologies still faces significant challenges in terms of quality standards, safety, international regulations, R&D investment, and the confidence of stakeholders in the value chain.

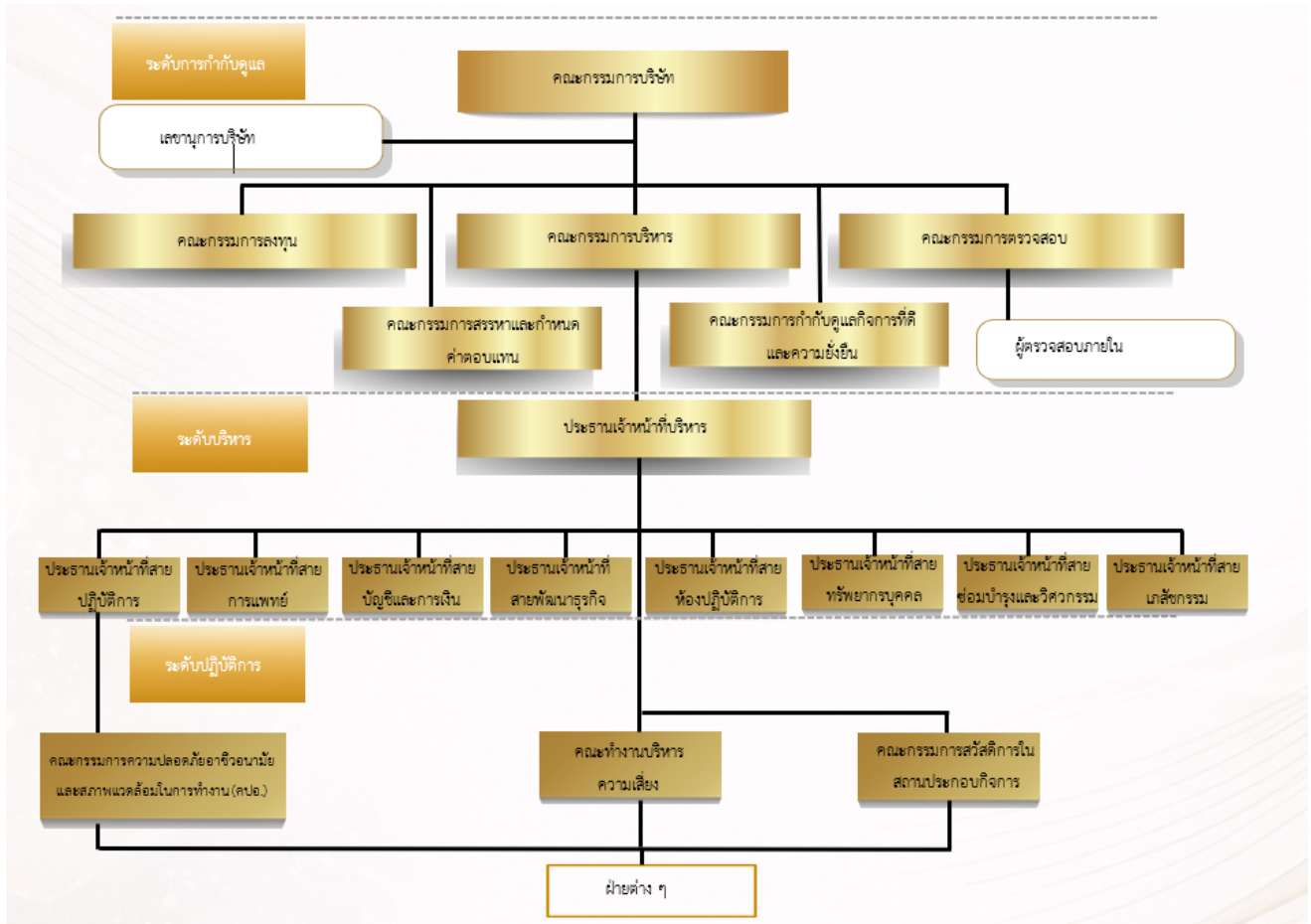
Organizational Direction and Commitment

Commitment to Regenerative Medicine and Biopharmaceutical Innovation

The Company is committed to becoming a regional innovation leader by making the advancement of "Regenerative Medicine and Biopharmaceutical Innovation for Longevity" a core principle in creating sustainable health value alongside economic value within the context of the Future Health Economy. This focuses on translating research and development (R&D) into advanced therapeutic medicinal products (ATMPs) that can be commercially launched in both domestic and international markets, thereby elevating treatment standards with high-level biotechnology, such as NK cell innovation and follicular hair cells, which address personalized precision medicine. The Board of Directors and senior management are involved in overseeing and monitoring performance through strategic indicators to ensure that innovation investments generate commercial results, enhance competitiveness, and create long-term returns for all stakeholder groups sustainably.

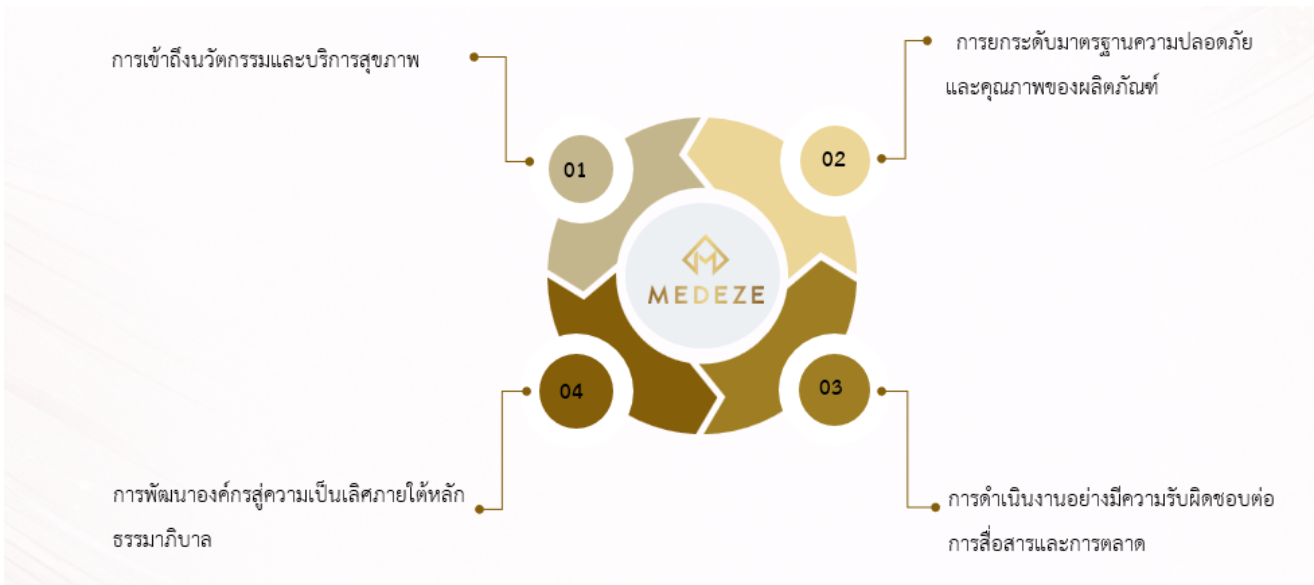
Management Structure for Regenerative Medicine and Biopharmaceutical Innovation

The Company establishes a governance and sustainability management structure to drive biopharmaceutical innovation towards achieving sustainable strategic goals, dividing roles and responsibilities according to management levels. These include: 1) Board Level - Oversight, where the Board of Directors is responsible for setting the Strategic Innovation Policy, focusing on creating "health value alongside economic value," and overseeing that research and development (R&D) investments align with the vision of being a regional leader in Longevity. 2) Executive Committee and Executive Level Management, where the Executive Committee and Chief Executive Officer are responsible for setting policies, strategies, and executing strategies, including controlling the allocation of resources and budgets for the development of advanced therapeutic medicinal products (ATMPs), as well as overseeing the creation of a health ecosystem through Partnership Management to ensure that performance meets defined targets. And 3) Operational Level - Implementation, where the Research and Development (R&D) Team and Business Development Department conduct studies and innovate new solutions within the framework of medical ethical standards and relevant regulations (Compliance), while coordinating with hospital networks and research institutions to translate research into quality and commercially accessible medical services.



Management Approach for Regenerative Medicine and Biopharmaceutical Innovation

The Company establishes strategic management guidelines for systematically driving innovation in regenerative medicine and biopharmaceuticals, focusing on creating health value alongside enhancing business capabilities through building domestic and international collaborative networks for developing advanced therapeutic medicinal products (ATMPs), covering from upstream to downstream. This is under strategic management guidelines that link access to innovation and healthcare services, elevating product safety and quality standards, operating responsibly in communication and marketing, and developing the organization towards excellence under good governance principles consistent with international quality standards, as follows:



1. Access to Innovation and Healthcare Services

The Company continuously aims to expand research and development opportunities for advanced therapeutic medicinal products (ATMPs) by leveraging scientific knowledge into high value-added medical products and services, such as NK cell innovation and hair follicle cell innovation, alongside developing personalized precision medicine approaches to address comprehensive long-term preventive and restorative healthcare. This aims to reduce limitations and increase opportunities for service recipients to access modern and effective treatment options that can be practically applied in wider society, covering diverse groups of service recipients from research and development, production, to service delivery, in order to enhance the efficiency of healthcare services and elevate access to advanced medical innovations (ATMPs). Furthermore, the Company considers transparent and fair pricing structures that align with the capabilities of service recipients in each group, to contribute to reducing health disparities and promoting sustainable access to healthcare services.

2. Elevating product safety and quality standards.

The Company aims to elevate product safety and quality standards by adhering to international standards in all operational processes, from laboratories and production to service delivery, to ensure that products are highly effective and safe for service recipients. This also includes fostering collaboration with industry bodies and medical institutions to exchange knowledge and support best practices in systematically raising international safety standards.

3. Responsible Operations in Communication and Marketing

The Company communicates information about products and services based on accuracy, transparency, and responsibility, avoiding exaggerated claims and prioritizing the impact on service recipients to foster correct understanding and build confidence in medical technology. Furthermore, clear guidelines are established for sales promotion, product information provision, and labeling to comply with legal requirements and professional standards, enabling service recipients to use information for appropriate decision-making, as well as promoting correct and safe product use through educating relevant stakeholders.

4. Organizational development towards excellence under good governance principles.

The Company conducts business under good governance principles by developing organizational potential for sustainable growth and compliance with international standards. This involves establishing an effective governance system, continuously developing personnel capabilities in ethics and compliance, and implementing a systematic monitoring, auditing, and performance evaluation system to ensure that operations in all dimensions meet stakeholder expectations and elevate organizational standards in the long term.

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

Benefits of innovation development

Financial benefits

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

	2023	2024	2025
Revenue or sales generated from the innovations development of product, service, or process (Baht)	1,694,717.48	1,497,437.21	13,006,144.44

Non-financial benefits

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

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