



ESG Performance Report for Listed Companies in 2025

Genesis Fertility Center Public Company Limited

Fiscal Year End 31 December 2025



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ESG Performance

Company Name : Genesis Fertility Center Public Company Limited Symbol : GFC

Market : mai Industry Group : Services Sector : SECTOR 0

Environmental management

Information on environmental policy and guidelines

Environmental policy and guidelines

Environmental policy and guidelines : Yes

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

The Company recognizes its environmental responsibility in conducting business and has established an "Environmental Policy," committing to operate in strict compliance with relevant environmental laws, agreements, and regulations. It also sets goals and drives operations to achieve environmental objectives concretely, emphasizing the prevention and reduction of direct and indirect environmental impacts from operations, coupled with the development and promotion of modern innovations, continuous improvement of environmental management systems, and enhancing knowledge and understanding among all levels of employees to ensure efficient environmental operations. Furthermore, the Group emphasizes communication and engagement with all stakeholder groups, as well as the management of energy, resources, and waste efficiently and for maximum benefit, following the principles of reduce, reuse, and recycle. It also promotes environmental conservation awareness, greenhouse gas emission reduction, and biodiversity preservation through continuous training and knowledge dissemination to employees and stakeholders. In 2025, there were no violations of environmental laws.

Environmental Policy

Genesis Fertility Center Public Company Limited and its subsidiaries recognize their environmental responsibility in conducting business for sustainable development, in accordance with the Group's sustainable development policy and aligned with the Sustainable Development Goals (SDGs: Sustainable Development Goals) with the following guidelines:

1. The Group is committed to strictly complying with environmental laws, agreements, and other regulations related to its operations, and is dedicated to achieving its established environmental objectives and targets.
2. There are processes to prevent and reduce environmental impacts resulting from the Group's operational activities, including both direct and indirect impacts.
3. Modern innovations are continuously developed and promoted, and environmental management systems are continuously improved, while fostering a good understanding among all employees to ensure effective environmental practices and management.
4. Recognizing the importance of communication with all stakeholder groups of the company and providing good cooperation in environmental conservation activities.
5. Energy, utilities, and waste such as water, electricity, solid waste, etc., are managed for maximum benefit to reduce environmental impact. Campaigns are also conducted to promote the efficient use of limited resources through reduction, efficient utilization, and recycling.
6. Fostering awareness of environmental conservation, greenhouse gas emission reduction, and biodiversity preservation by conducting training for all employees and disseminating knowledge to all stakeholder groups of the company.

Furthermore, the Company prioritizes the safety and hygiene of its personnel and surrounding communities, promoting and instilling awareness of quality, safety, occupational health, and environmental responsibility as a daily way of life. It supports the appropriate use of resources by establishing the following guidelines:

Guidelines

1. The Group prioritizes environmental operations in accordance with international standards by establishing quality, safety, occupational health, and environmental requirements and standards that cover relevant national and international laws and regulations. All company personnel must strictly study and adhere to these policies, requirements, and standards.
2. The Group is committed to reducing losses and preventing all types of accidents by implementing preventive measures such as regular environmental risk assessments, maintaining tools, equipment, and various systems in ready-to-use condition to reduce the likelihood of accidents, fires, and other hazards that may affect employees, communities, and the environment.
3. The Group communicates environmental information to personnel and stakeholders through continuous training and public relations, ensuring that company employees, as well as employees of partners and contractors, are aware of and understand policies, regulations, and practices related to quality, safety, occupational health, and the environment.
4. The Group adheres to the principles of sustainable development by promoting awareness of social and environmental responsibility among personnel at all levels through various projects and activities, such as greenhouse gas reduction projects, energy conservation projects, the selection of clean energy, and environmental restoration projects to preserve biodiversity in communities.
5. The Group has an emergency and crisis management system, providing emergency action plans for all operational areas, covering incidents that may affect the environment and safety, such as fires, chemical spills, or hazardous waste. Additionally, emergency drills are conducted regularly to ensure that all employees are prepared to handle emergency situations.
6. If operations are found to potentially cause severe environmental impact, employees have the right to temporarily cease work and must immediately inform their supervisor for investigation and corrective action according to established procedures.
7. The company has established a Safety, Occupational Health, and Working Environment Committee (SHE Committee) with the primary duties of inspecting, recommending safety measures, promoting safety activities, and coordinating with management to create a safe working environment as required by law.

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

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

Review of environmental policies, guidelines, and/or goals over the past year	: Yes
Changes in environmental policies, guidelines, and/or goals	: Electricity management, Fuel management, Renewable/clean energy management, Water resources and water quality management, Waste management, Biodiversity management, Greenhouse gas and climate change management

The Company regularly reviews its environmental policies, practices, and targets annually, and conducts its business in strict compliance with relevant environmental laws, agreements, and regulations. It also sets goals and drives operations to achieve concrete environmental objectives, with an emphasis on preventing and mitigating direct and indirect environmental impacts from its operations. This is coupled with the development and promotion of modern

innovations, including continuous improvement of its environmental management system, and enhancing knowledge and understanding among employees at all levels to ensure efficient environmental operations. Furthermore, the Company prioritizes communication and engagement with all stakeholder groups, as well as the efficient and optimal management of energy, resources, and waste, in accordance with the principles of reduce, reuse, and recycle. It also promotes environmental conservation awareness, greenhouse gas emission reduction, and biodiversity preservation through continuous training and knowledge dissemination to employees and stakeholders. In 2025, there were no violations of environmental laws.

Information on compliance with environmental management principles and standards

Compliance with environmental management principles and standards

Environmental management principles and standards : BCG Model, ISO 14001 - Environmental management systems

Compliance with energy management principles and standards

Energy management principles and standards : ISO 50001 Energy management

Compliance with water management principles and standards

Water management principles and standards : ISO 46001 - Water efficiency management systems

Compliance with waste management principles and standards

Waste management principles and standards : 3Rs, 5Rs or 7Rs

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

Resource Reduction (Paper)

The Company prioritizes resource reduction, especially paper usage, by applying digital transformation technologies in its work processes to minimize unnecessary document printing and continuously promote the use of electronic systems to replace traditional paper documents.

For documents that require paper, the Company has switched to environmentally friendly paper, which contains 50% recycled pulp and has received the Thai Green Label certification from the Thailand Environment Institute. In 2025, the Company was able to reduce paper consumption by 0.54% compared to 2024. Although the performance did not meet the set target, this was a result of business expansion and the opening of a new branch, "Rama 9 International." Nevertheless, the Company remains committed to continuously improving paper usage efficiency alongside business expansion, reflecting its dedication to environmentally responsible business operations and sustainable resource utilization in the long term.

A network member of environmental projects of the Stock Exchange of Thailand. Climate Care Collaboration Platform

The Company has joined as a network member of environmental projects of the Stock Exchange of Thailand. Climate Care Collaboration Platform to support climate change operations and efficient resource utilization.

- **Care The Bear** is a platform for recording data on greenhouse gas emission reductions from activities in the form of online and onsite activities such as training, seminars, meetings, and CSR activities, etc. This promotes behavioral change by designing based on the 6 Cares principles to evaluate, measure, and create new behaviors for the organization.

- **Care The Whale** The Company participates in the Care the Whale, which aligns with the Company's environmental policy for sustainable and academically sound management of all types of waste. The aim is to reduce general waste and increase the proportion of waste entering the recycling process, consistent with the Company's long-term plan to achieve Zero Waste to Landfill. Furthermore, the Company is one of 40 member organizations of the "Invisible Glass Bottle Waste" project, which collectively manages glass bottle waste sustainably.

In 2025, the Company joined this project and is currently preparing and adjusting its internal data systems to align with data recording through the relevant platform. It is expected that in 2026, the Company will be able to systematically and more efficiently record and analyze data, and develop plans to reduce resource consumption and environmental impacts.

Organizational culture and organizational growth while maintaining a comprehensive environmental balance.

The Company continuously emphasizes raising environmental awareness within the organization through various communication channels to encourage employees at all levels to gain knowledge, understanding, and participate concretely in driving sustainability goals. The Company focuses on personnel development by conducting training programs and environmental conservation knowledge activities to enhance understanding of the impacts of operational activities on the environment, as well as effective approaches to mitigate and prevent such impacts.

Furthermore, the Company promotes and supports employees in applying their knowledge both at work and in daily life through participation in greenhouse gas reduction activities, such as efficient energy and resource utilization, proper waste segregation and management, and choosing environmentally friendly transportation methods. These approaches not only enhance employees' environmental knowledge and awareness but also play a crucial role in building a strong organizational culture, supporting the well-being of personnel, and driving business growth alongside long-term sustainable development.

In 2025, the Company collected and analyzed data on electricity, water, all types of waste, and greenhouse gas emissions to assess potential trends and impacts of the Company's operations on society and the environment. Guidelines were established to improve and maximize resource utilization efficiency, reduce waste, comprehensively mitigate social and environmental impacts, and systematically monitor and evaluate resource usage to ensure that organizational growth aligns with sustainable development guidelines.

Information on incidents related to legal violations or negative environmental impacts

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

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

Energy management

Disclosure boundary in energy management in the past years

Boundary type : Company

Total number of disclosure boundaries : 1

Actual number of disclosure boundaries : -

Data disclosure coverage (%) : 0.00

Information on energy management

Energy management plan

The company's energy management plan : Yes

The Company prioritizes efficient energy management by aiming to reduce unnecessary electricity consumption and increase the use of clean energy from solar power (Solar Cell) to help reduce greenhouse gas emissions and mitigate environmental impact. The Company plans to install solar cells on the rooftop of the GFC Rama 9 International branch building.

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 : Yes
fuel management

Details of setting goals for electricity and/or fuel management

Target(s)	Base year(s)	Target year(s)
Reduction of electricity purchased for consumption	2024 : purchased electricity for consumption 3,434.00 Kilowatt-Hours / Person(employee)	2025 : Reduced by 5% / Person (employee)

Information on performance and outcomes of energy management

Performance and outcomes of energy management

Performance and outcomes of energy management : Yes

The company prioritizes efficient energy management by aiming to reduce unnecessary electricity consumption and increase the use of clean energy from solar power (Solar Cell) to help reduce greenhouse gas emissions and minimize environmental impact. Furthermore, the company promotes an energy-saving culture within the organization and encourages maximum energy efficiency among personnel at all levels.

In 2025, the company aims to reduce electricity consumption (compared to 2024/person) by 5 percent. Operational results show a 105 percent increase in electricity consumption compared to 2024, which is a result of operational expansion and the opening of the new "Rama 9 International" branch. This increase aligns with the organization's growth plan, and the company has designed building systems and electrical equipment usage for maximum efficiency to ensure balanced and sustainable growth.

Measures implemented by the group of companies include:

- Inspecting and maintaining electrical equipment and high-energy-consuming tools to ensure they operate efficiently.
- Implementing energy-saving technologies such as LED lighting systems and energy-efficient equipment. Electrical appliances with energy-saving certification labels.
- Implementing measures to switch off lights for one hour during lunch breaks and to switch off lights whenever they are not in use.
- Continuously publicizing and communicating energy-saving practices to raise awareness among everyone in the organization.

Information on electricity management

Company's electricity consumption ^(*)

	2023	2024	2025
Total electricity consumption within the organization (Kilowatt-Hours)	344,805.00	350,297.00	915,204.00
Electricity purchased for consumption from non-renewable energy sources (Kilowatt-Hours)	344,805.00	350,297.00	915,204.00
Intensity ratio of total electricity consumption within the organization to total number of employees (Kilowatt-Hours / Person / Year)	3,554.69	3,434.28	8,245.08

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

Electricity Consumption Intensity

	2023	2024	2025
Intensity of total electricity consumption within the organization (Kilowatt-Hours / m ²)	N/A	N/A	N/A

Electricity Expense ^(*)

	2023	2024	2025
Total electricity expense (Baht)	1,912,351.36	N/A	4,111,781.36
Percentage of total electricity expense to total expenses (%) ^(**)	0.76	N/A	1.28
Percentage of total electricity expense to total revenues (%) ^(**)	0.54	N/A	1.16
Intensity ratio of total electricity expense to total number of employees (Baht / Person / Year)	19,714.96	N/A	37,043.08

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)	12.69	17.76	1,660.02
Gasoline (Litres)	52.24	41.29	457.98
LPG (Kilograms)	3.59	1.76	0.00

Additional explanation : Not include external fuel consumption

Company's fuel expense ^(*)

	2023	2024	2025
Total fuel expense (Baht)	862,479.91	754,151.93	100,055.00
Percentage of total fuel expense to total expenses (%) ^(**)	0.34	0.27	0.03
Percentage of total fuel expense to total revenues (%) ^(**)	0.24	0.20	0.03

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

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

Information on total energy management (electricity + fuel)

Energy Consumption

	2023	2024	2025
Total energy consumption within the organization (Megawatt-Hours)	0.00	0.00	0.00

Energy Consumption Intensity

	2023	2024	2025
Intensity ratio of total energy consumption within the organization to total revenues (Megawatt-Hours / Thousand Baht of total revenues) ^(*)	0.00000000	0.00000000	0.00000000

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	: 1
Actual number of disclosure boundaries	: -
Data disclosure coverage (%)	: 0.00

Information on water management plan

Water management plan

The Company's water management plan : Yes

The Company prioritizes and supports the efficient use of water resources to mitigate environmental impacts and promote sustainable water management practices. The Group has implemented measures to reduce unnecessary water consumption and prevent water loss in operational processes. Furthermore, it continuously enhances water use efficiency across all organizational activities.

Information on setting goals for water management

Setting goals for water management

Does the company set goals for water management : Yes

Details of setting goals for water management

Target(s)	Base year(s)	Target year(s)
Reduction of water withdrawal	2024 : Water withdrawal 7.10 Cubic meters / Person(employee)	2025 : Reduced by 5% Cubic meters / Person(employee)

Information on performance and outcomes of water management

Performance and outcomes of water management

Performance and outcomes of water management : Yes

The company prioritizes and supports the efficient use of water resources to minimize environmental impact and promote sustainable water management practices. The group has implemented measures to reduce unnecessary water consumption, prevent water loss in operational processes, and continuously enhance water use efficiency across all organizational activities.

In 2025, the company aims to reduce water consumption (compared to 2024/person) by 5%. The company's water consumption increased by 186% compared to 2024, which resulted from the expansion of operations and the opening of the new "Rama 9 International" branch. This increase is in line with the business growth plan, and the company has designed an efficient water usage system, appropriately controlled water consumption, and closely monitored water usage to ensure that business expansion goes hand in hand with the valuable and sustainable use of water resources.

Measures implemented by the group include:

- Installation of water-saving devices such as sensor faucets and water-efficient sanitary ware.
- Inspection and repair of internal plumbing systems to prevent water leakage.
- Providing employees with knowledge on efficient water usage to raise awareness and promote responsible and optimal water consumption behaviors.
- Communicating knowledge and best practices for efficient water usage periodically to ensure internal personnel are aware of its value and utilize water to its fullest potential.

Information on water management

Water withdrawal by source

	2023	2024	2025
Total water withdrawal (Cubic meters)	313.00	732.00	2,667.00
Water withdrawal by third-party water (cubic meters)	313.00	732.00	2,667.00
Intensity ratio of total water withdrawal to total number of employees (Cubic meters / Person / Year)	3.23	7.18	24.03
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 consumption

	2023	2024	2025
Total water consumption (Cubic meters)	313.00	732.00	2,667.00

Water Consumption Intensity

	2023	2024	2025
Intensity ratio of total water consumption to total revenues (Cubic meters / Thousand Baht of total revenues) ^(*)	0.00087981	0.00196170	0.00751808

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

Water withdrawal expenses

	2023	2024	2025
Total water withdrawal expense (Baht)	23,779.31	124,525.52	44,265.88
Percentage of total water withdrawal expense to total expenses (%) ^(*)	0.01	0.04	0.01
Percentage of total water withdrawal expense to total revenues (%) ^(*)	0.01	0.03	0.01
Intensity ratio of total water withdrawal expense to total number of employees (Baht / Person / Year)	245.15	1,220.84	398.79

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	: 1
Actual number of disclosure boundaries	: -
Data disclosure coverage (%)	: 0.00

Information on waste management plan

Waste management plan

The company's waste management plan : Yes

The Company prioritizes sustainable waste management by aiming to reduce general waste volume, increase the proportion of recyclable waste, as well as strictly manage infectious and hazardous waste in accordance with academic principles, public health standards, and relevant legal requirements. The Company manages waste under the "Think-Dispose-Revolve" concept, coupled with the application of the 3R principles (Reduce, Reuse, and Recycle), to enhance resource efficiency, reduce environmental impact, and promote sustainable waste management throughout its operations.

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	2024 : non-hazardous waste 180.90 Kilograms / Person(employee)	2025 : Reduced by 5% / Person(employee)	• Reuse • Recycle • Landfilling

Information on performance and outcomes of waste management

Performance and outcomes of waste management

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

The company prioritizes sustainable waste management by aiming to reduce general waste volume, increase the proportion of recyclable waste, and strictly manage infectious and hazardous waste according to academic principles,

public health standards, and relevant legal requirements. The company manages waste under the "Think-Dispose-Review" concept, coupled with the application of the 3R principles (Reduce, Reuse, and Recycle), to enhance resource efficiency, minimize environmental impact, and promote sustainable waste management throughout its operations. For 2025, the target was to reduce the volume of non-hazardous/infectious waste by 5%. The company's performance shows a reduction in non-hazardous/infectious waste by 52%. Systematic segregation and collection of recyclable waste have commenced, resulting in the collection of 481.1 kilograms of reusable/recyclable waste. This reflects significant progress in managing all types of waste and enhancing resource efficiency.

Measures implemented by the group of companies include:

- Promote and raise awareness among employees to reduce the use of consumables, such as reducing paper usage by switching to digital systems.
- Project "GFC Glass for Change: This Glass... for Change" to reduce the use of single-use plastics.
- Aiming for employees to participate in changing their resource consumption behavior more responsibly.
- Promote and continuously communicate the segregation of all types of waste within the organization, starting from the source, to ensure proper disposal.
- Promote the recycling of waste.
- Safely manage hazardous/infectious waste according to academic principles by engaging government-authorized agencies to ensure that infectious waste is disposed of correctly, in compliance with standards, and without causing environmental impact. Management to reduce greenhouse gas problems.

The company received an honorary certificate for the Low Emission Support Scheme (LESS) project from the waste segregation for recycling project at Rama 9 branch, achieving a reduction of 2.304 tons of carbon dioxide equivalent (January 1 – September 30, 2025) from the Thailand Greenhouse Gas Management Organization (Public Organization) or TGO.



Information on waste management

Waste Generation^(*)

	2023	2024	2025
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	2023	2024	2025
Total waste generated (Kilograms)	N/A	18,666.76	11,972.00
Total non-hazardous waste (kilograms)	N/A	18,450.88	11,289.00
Non-hazardous waste - Landfilling (Kilograms)	N/A	18,450.88	11,289.00
Total hazardous waste (kilograms)	N/A	215.88	683.00
Hazardous waste - Landfilling (Kilograms)	N/A	215.88	683.00
Intensity ratio of total waste generated to total revenues (Kilograms / Thousand Baht of total revenues) ^(**)	N/A	0.05	0.03
Intensity ratio of total non-hazardous waste to total revenues (Kilograms / Thousand Baht of total revenues) ^(**)	N/A	0.05	0.03
Intensity ratio of total hazardous waste to total revenues (Kilograms / Thousand Baht of total revenues) ^(**)	N/A	0.00	0.00

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)	N/A	N/A	481.10
Reused/Recycled non-hazardous waste (Kilograms)	N/A	N/A	481.10
Recycled non-hazardous waste (Kilograms)	N/A	N/A	481.10
Percentage of total reused/recycled waste to total waste generated (%)	N/A	N/A	4.02
Percentage of reused/recycled non-hazardous waste to non-hazardous waste (%)	N/A	N/A	4.26

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	: 1
Actual number of disclosure boundaries	: -
Data disclosure coverage (%)	: 0.00

Information on greenhouse gas management plan

Greenhouse gas management plan

The company's greenhouse gas management plan : Yes

The Company recognizes the challenges posed by climate change, which is a significant factor affecting the environment, economy, and human quality of life, both currently and in the future. Therefore, the Company prioritizes environmentally responsible business operations and recognizes the necessity of concrete participation in addressing these issues. The Company has joined the "Greenhouse Gas Management Initiator Organization" of the Thailand Carbon Neutral Network (TCNN), which is a national collaborative network supporting organizations of all sizes to participate in reducing greenhouse gas emissions. This is to enable Thailand to progress towards carbon neutrality and net-zero greenhouse gas emissions in line with national and international goals, robustly and sustainably.

The Company has set a target for net-zero greenhouse gas emissions by 2050 and has prepared an action plan for continuous and systematic reduction of greenhouse gas emissions. A short-term target has been set to reduce Scope 1 and Scope 2 greenhouse gas emissions by 40% by 2030, compared to the base year, and a medium-term target to reduce all three scopes of greenhouse gas emissions (Scope 1, 2, and 3) by 50% by 2045. This is achieved by promoting the participation of employees at all levels, coupled with demonstrating responsibility towards all stakeholder groups, to collectively drive the organization towards sustainable growth.

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 net-zero greenhouse gas emissions targets

Setting net-zero greenhouse gas emissions targets

Details of setting net-zero greenhouse gas emissions targets

Greenhouse gas emission scope	Base year(s)	Short-term target year	Long-term target year	Certification
Scope 1-3	2022 : Greenhouse gas emissions 3.27 tCO ₂ e	2045 : Reduced by 50% in comparison to the base year	2050 : Reduced by 0% in comparison to the base year	• Thailand Greenhouse Gas Management Organization (TGO) : None • Science-based Targets (SBTi) : None

Information on performance and outcomes of greenhouse gas management

Performance and outcomes of greenhouse gas management

Performance and outcomes of greenhouse gas : Yes
management

The company recognizes the challenges posed by climate change, a critical factor impacting the environment, economy, and human quality of life both currently and in the future. Therefore, the company prioritizes conducting business with environmental responsibility and acknowledges the necessity of concrete participation in addressing these issues. The company has joined the "Greenhouse Gas Management Initiator Organization" of the Thailand Carbon Neutral Network (TCNN), a national collaborative network that supports organizations of all sizes in reducing greenhouse gas emissions, to advance Thailand towards carbon neutrality and net-zero greenhouse gas emissions in line with national and international goals, robustly and sustainably.

The company has set a target for Net Zero Emissions by 2050 and has developed an action plan for continuous and systematic greenhouse gas reduction. Short-term targets include a 40% reduction in Scope 1 and Scope 2 greenhouse gas emissions by 2030 compared to the baseline year, and medium-term targets include a 50% reduction across all three scopes (Scope 1, 2, and 3) by 2045. This is achieved by promoting employee participation at all levels, coupled with demonstrating responsibility to all stakeholder groups, to collectively drive the organization towards sustainable growth.

Guidelines

- The company will operate in compliance with laws, international standards, and other relevant requirements concerning greenhouse gas emission management.
- The company will prepare greenhouse gas emission reports in accordance with international standards or equivalent, covering the company's operational scope, and disclose such information in its annual report.
- The company will continuously improve and develop its practices to align with its objectives, context, and environmental impacts from organizational activities, products, and services, particularly concerning greenhouse gas emissions.
- The company will periodically monitor and review its objectives, targets, and policies.
- The company is committed to environmental protection to mitigate the impacts of climate change by reducing greenhouse gas emissions and preventing pollution from all organizational activities. Greenhouse gas reduction targets are set in alignment with Thailand's national goals.

- The company will promote and advocate for efficient resource utilization, including Green Procurement that considers environmental impacts throughout the life cycle of products or services, reducing waste from service processes, and considering impact control to ensure business sustainability.
- The company will enhance knowledge to raise awareness of greenhouse gas reduction and disseminate it to all stakeholder groups.

Organizational Carbon Footprint Assessment

The company commenced the assessment of its Carbon Footprint for Organization (CFO) in 2022, covering greenhouse gas emission data from January 1 to December 31, 2022. This data will serve as the baseline year for managing and monitoring the company's greenhouse gas reduction efforts. (The company plans to adjust the baseline year to 2025 due to the addition of the Rama 9 International branch.)

The assessment was conducted according to the international standard ISO 14064-1, with Advanced Energy Plus Co., Ltd. serving as the consultant for report preparation. The greenhouse gas emission data and registration were verified in accordance with the same standard by Bureau Veritas Certification (Thailand) Ltd., an officially accredited body under ISO standards.

In the year 2025, the company's total greenhouse gas emissions were 574 tonCO₂e, comprising Scope 1 at 58 tonCO₂e, Scope 2 at 440 tonCO₂e, and Scope 3 at 76 tonCO₂e.

Measures implemented by the group of companies include:

- Establish specific times for turning electricity on and off within the organization.
- Reduce the use of single-use plastics and promote the use of personal containers.
- Sustainable waste management (BRADAY project: "Old Bars, We Want Them," and recycling waste transfer in collaboration with WASTE BUY Delivery).
- Promote travel by public transportation, carpooling activities, employee shuttle vans, and electric golf carts for employee transport.
- Reduce paper usage; print documents only when necessary.
- Select products and goods with environmental labels.

From the company's greenhouse gas reduction measures in 2025, it can absorb 2,444 KgCO₂e of greenhouse gas emissions from various activities, equivalent to planting 272 trees.

Information on greenhouse gas management

The company's greenhouse gas emissions

	2023	2024	2025
Total GHG emissions (Metrics tonne of carbon dioxide equivalents)	287.00	281.00	574.00
Total greenhouse gas emissions - Scope 1 (Metric tonnes of carbon dioxide equivalent)	10.00	7.00	58.00

	2023	2024	2025
Total greenhouse gas emissions - Scope 2 (Metric tonnes of carbon dioxide equivalent)	173.00	176.00	440.00
Total greenhouse gas emissions - Scope 3 (Metric tonnes of carbon dioxide equivalent)	104.00	98.00	76.00

Greenhouse Gas Emissions Intensity

	2023	2024	2025
Intensity ratio of total GHG emissions to total revenues (Metric tonnes of carbon dioxide equivalent / Thousand Baht of total revenues) (*)	0.000807	0.000753	0.001618
Intensity ratio of total GHG emissions to total number of employees (Metric tonnes of carbon dioxide equivalent / Person)	2.96	2.75	5.17

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 : Bureau verification (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	2.30

	2023	2024	2025
Care the Bear Project (Metric tonnes of carbon dioxide equivalent)	0.00	N/A	N/A
Care the Whale Project (Metric tonnes of carbon dioxide equivalent)	0.00	N/A	N/A
Other projects (Metric tonnes of carbon dioxide equivalent)	0.00	0.00	2.30

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
Care the Wild Project (Metric kilograms of carbon dioxide equivalent)	0.00	N/A	N/A

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ESG Performance

Company Name : Genesis Fertility Center Public Company Limited Symbol : GFC

Market : mai Industry Group : Services Sector : SECTOR 0

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, Migrant/foreign labor, Child Labor, Consumer/customer rights, Community and environmental rights, Safety and occupational health at work, Non-discrimination, Supplier rights

The company conducts its business with a strong commitment to social responsibility and stakeholders. It has established a "Sustainable Development Policy" that encompasses social dimensions and aligns with the company's stakeholders, including shareholders, customers, employees, competitors, business partners, and the community. The company is committed to operating ethically and according to good corporate governance principles to serve as a good example for society, create maximum value and benefits for the public, and support long-term sustainable development. To achieve this policy, the group has established the following framework for social responsibility and guidelines:

1. Good Corporate Governance

The company has established a management system based on good corporate governance principles, with transparent, equitable, and fair management, to build trust and confidence among shareholders, investors, stakeholders, and all relevant parties.

Guidelines

Adhere to the company's good corporate governance policy, under the principles of good corporate governance for listed companies as prescribed by the Stock Exchange of Thailand, across five categories: shareholders' rights, equitable treatment of shareholders, roles of stakeholders, disclosure and transparency, and responsibilities of the board of directors.

2. Fair Business Practices

The company adheres to fair business practices, fostering trust among stakeholders, which will positively impact the company in the long term.

Guidelines

- Avoid actions that may lead to conflicts of interest. If a conflict of interest is identified, a fair mediation process should be established, and all significant information should be fully disclosed.
- Promote free and fair trade competition, avoiding favoritism or collusion.
- Do not support actions that infringe upon intellectual property or copyrights.
- Establish a management system capable of preventing bribery and corruption, or detecting it without delay, including efficient problem-solving processes and ensuring fairness should such incidents occur.
- Promote awareness among directors, executives, and employees regarding the importance of anti-corruption, including all forms of extortion and bribery.

3. Respect for Human Rights and Fair Treatment of Labor

The company recognizes and acknowledges the importance of respecting human rights with equality and fairness, considering human dignity and individual freedom. It does not discriminate based on origin, ethnicity, nationality, skin color, gender, age, language, religion, culture, social class, disability, marital status, physical and health status, personal status, economic or social standing, social beliefs, education, or political opinions, and other factors, in accordance with the fundamental principles of international human rights law, which must be strictly adhered to in policy.

Guidelines

- Support and respect the protection of human rights by regularly monitoring and ensuring that its business does not become involved in human rights violations, and by appropriately reporting incidents related to human rights violations to senior management.
- Promote monitoring of human rights compliance within its business and encourage adherence to international human rights standards. The business's human rights responsibilities also extend to its subsidiaries, joint ventures, and business partners.
- The company will treat all its personnel equally, without discrimination based on origin, ethnicity, race, gender, age, skin color, religion, physical ability, status, lineage, educational institution, or any other status not directly related to job performance.
- The company provides opportunities for all its personnel to fully demonstrate their abilities by offering appropriate compensation and incentives for work, including salaries, bonuses, and suitable operational expenses according to company regulations. It also provides opportunities for company personnel to pursue further education at the university level and participate in both short-term and long-term training programs.
- All company personnel must perform their duties and responsibilities to the best of their ability, with honesty, integrity, and adherence to ethical principles. They must not delegate their duties to any individual, directly or indirectly, unless it is necessary or for the sake of efficiency in tasks that do not require their specific expertise.
- Company personnel must operate within their chain of command, receiving orders and being directly accountable to their supervisors. They must not bypass the chain of command unless absolutely necessary. Criticism of supervisors and colleagues that could cause harm to individuals or the company should be avoided. Nevertheless, company personnel will provide opportunities and be open-minded to listen to the opinions of subordinates and colleagues thoughtfully, without prejudice, and with reason.
- Company personnel may fully utilize the company's resources, labor, premises, and facilities for their duties. They are prohibited from using these resources, labor, premises, and facilities for purposes other than performing their duties or for legitimate benefits to which they are entitled.
- Employees must maintain polite conduct and appropriate manners, dress suitably for the occasion, and behave in a manner consistent with their roles and local customs, without causing any damage to the Company's image.
- Company personnel may use their name and position to solicit funds for charitable causes organized by the company, but are prohibited from using the company's name or their position within the company to solicit funds privately for any purpose.
- Company personnel should cooperate in activities organized by the company to foster unity and mutual support, as well as in social activities organized by the company.
- Company personnel are prohibited from engaging in actions that cause distress, annoyance, demoralize others, create hostility, or disrupt work, particularly those constituting sexual harassment, whether towards company personnel or external parties conducting business. This includes sexual abuse, flirting, molestation, indecency, and possession of obscene images, both verbally and physically.

4. Responsibility towards Customers and Consumers

The company prioritizes the utmost satisfaction of its customers, who purchase goods and services from the group, as well as consumers who use the products and services manufactured by the company, by offering fair prices, quality, and demonstrating responsibility towards both customers and consumers.

Guidelines

- The company is committed to developing comprehensive products and services, offering fast and quality service to continuously meet the needs of customers and consumers. Company personnel must dedicate themselves to fully satisfying customer and consumer demands with reasonable prices, timely responses, quality, without restricting consumer rights, and with fair terms for consumers.
- The company must not engage in any deceptive practices or mislead customers regarding the quality of its products and services.
- The company is committed to developing safety in the use of its products and services. Consumer safety is of paramount importance. The company must ensure the presence of warning signs, conduct safety inspections at its premises, and strictly and continuously campaign and train employees on consumer safety.
- The company regularly conducts customer satisfaction surveys, analyzing the evaluation results and continuously reporting them to management. This serves as a guideline for reducing complaints and for improving and developing services to be more efficient.

5. Community and Social Development

The company operates within society and is inseparable from it. The company therefore has a responsibility to develop and return profits to the community and society as a whole, enabling its sustainable growth in line with societal development. The company considers it a duty and a core policy to prioritize community and social activities, focusing on fostering social, community, and environmental development, upholding religion, creating and conserving natural resources, supporting youth education, and backing public benefit activities for underprivileged communities, to empower them to become strong and self-reliant.

Guidelines

- The company aims to understand and communicate with society regarding its operational status and facts, its responsibilities towards the community and society as a whole, and its environmental responsibilities, without concealing discloseable facts. It cooperates in providing timely information to investors, shareholders, and the general public.
- The company is committed to actively and continuously participating in social responsibility regarding quality, safety, occupational health, and the environment, by maximizing the utilization of natural resources. It recognizes the importance of the environment and the safety of relevant stakeholders, and promotes social activities for environmental preservation and improving the quality of life in communities, in accordance with sustainable development principles.
- The company will consider options for utilizing natural resources with the least possible impact on social and environmental damage and the quality of life of the public. It supports reducing energy and resource consumption, as well as preserving biodiversity.
- The company continuously instills a sense of social and environmental responsibility in its personnel at all levels. It prioritizes transactions with partners who share the company's commitment to social and environmental responsibility and leads in promoting efficient energy use and conservation for the benefit of future generations.
- The company will regularly allocate a portion of its profits to activities that contribute to society and the environment. Such activities must be appropriate, genuinely beneficial to the community, society, and the environment. If donations are chosen, the recipient's information must be verified to ensure that the funds are used effectively and efficiently for charitable purposes, providing real benefits, and all donations must be properly documented.

6. Preparation of Sustainability Report (Social Dimension) and Information Disclosure

The company will disclose information regarding its adherence to sustainable development guidelines for the benefit of all stakeholders.

Guidelines

- Prepare a sustainability report covering environmental, social, and governance (ESG) operations.
- Ensure accurate data preparation and disclose information to stakeholders along with the annual report. Provide channels for disseminating information, such as the company's website, to ensure easy access for stakeholders.
- The company is committed to disclosing information on its environmental, social, and governance performance to stakeholders based on facts and transparency. This is to ensure that the company demonstrates continuous improvement in its economic, environmental, and social responsibilities, which are crucial for sustainable development. It also ensures that disclosed information adheres to regulatory standards for the benefit of potential partners and investors considering engagement with the company.

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, : Yes
guidelines, and/or goals over the past year

Changes in social and human rights policies, : Employee Rights, Migrant/foreign labor, Child Labor,
guidelines, and/or goals Consumer/customer rights, Community and environmental
rights, Safety and occupational health at work, Non-
discrimination, Supplier rights

The Company conducts its business with a commitment to social responsibility and in alignment with its stakeholders, including shareholders, customers, employees, competitors, business partners, and the community. The Company is dedicated to operating its business based on ethical principles and good corporate governance, aiming to serve as a positive role model for society, create maximum value and benefits for the public, and support long-term sustainable development. The Company reviews its social and human rights policies, practices, and goals annually.

Information on compliance with human rights principles and standards

Compliance with human rights principles and standards

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

Information on Human Rights Due Diligence : HRDD

Human Rights Due Diligence : HRDD

Does the company have an HRDD process : Yes

The Company recognizes and prioritizes respect for human rights with equality and fairness, considering the fundamental rights and freedoms of individuals across all stakeholder groups throughout the value chain. Therefore, the Company has adopted a comprehensive Human Rights Due Diligence (HRDD) process in its business operations to systematically prevent, mitigate, and manage potential human rights risks.

The Company's Commitment

The Company is committed to conducting business in adherence to the principles of human rights respect, social responsibility, and sustainable development, ensuring that all operational processes are ethical, transparent, and comprehensively consider the rights of all stakeholders.

Comprehensive Human Rights Due Diligence (HRDD) process

The Company has defined the HRDD process, covering 6 main steps as follows:

1. Defining the scope and frequency of human rights due diligence

The Company conducts human rights due diligence across all operational processes throughout the value chain, covering significant business activities such as providing services to corporate clients, as well as other supporting activities related to the Company's business operations.

2. Identification of relevant human rights issues

The Company identifies and considers human rights issues that may be affected by its business operations, taking into account all stakeholder groups, including:

- Employees
- Contractors
- Business Partners
- Customers
- Communities
- Vulnerable groups The Company has identified Salient Human Rights Issues, covering key areas such as:
- Appropriate working conditions
- Health and safety at work
- Non-discrimination, including fair and equal compensation
- Non-use of forced labor, illegal labor, child labor, and human trafficking
- Respect for rights and freedom of expression

3. Assessing human rights risks and impacts

The Company utilizes a Risk Matrix tool to assess the level of risk and severity of human rights impacts, considering both the likelihood of occurrence and the severity of impact on stakeholders. The Company mandates regular human rights risk assessments at least every 3 years, or additional reviews as appropriate, in cases of significant changes in business activities or relevant legal requirements.

4. Establishing measures to prevent and mitigate human rights impacts

For high-risk or salient issues, the Company has established risk management measures to appropriately prevent, mitigate, and manage human rights impacts, while continuously monitoring performance and regularly reviewing measures to align with appropriate practices.

5. Monitoring, verification, and communication of performance

The Company has established mechanisms for regular monitoring and reporting of human rights performance, with various channels for receiving complaints, such as telephone and email, as well as reporting to the Board of Directors, management, and Human Resources department. The Company prioritizes privacy and protection for complainants to ensure they are not adversely affected by their complaints.

6. Remediation and redress in cases of human rights violations

In the event that human rights violations are found or reported, the Company will take appropriate action, with key approaches including:

- Fair and transparent fact-finding investigations
- Appropriate remediation for affected parties
- Establishing preventive measures to avoid recurrence of violations in the future

Information on other social management

Plans, performance, and outcomes related to other social management

Anti-Corruption

The Company prioritizes anti-corruption and operates with honesty, transparency, and fairness in accordance with good corporate governance principles. Directors, executives, and employees of the Company and its subsidiaries must not solicit, engage in, or accept any form of corruption, directly or indirectly, for the benefit of themselves, their families, friends, or acquaintances, whether through offering (Offering), promising, soliciting, demanding, giving or accepting bribes, or any behavior indicative of fraud or corruption.

Target Details	Target	Performance
Offenses related to fraud, corruption, bribery	0	0
Employees completed anti-corruption training.	100%	100%

The Company is committed to operating in accordance with its anti-corruption policies and measures (Anti-Corruption Policy and Procedure) continuously. The Company has declared its intention to join the Private Sector Collective Action Coalition Against Corruption (Thailand's Private Sector Collective Action Coalition Against Corruption: CAC) on December 16, 2024. Currently, the Company is preparing documents to apply for certification, demonstrating its commitment to being part of the effort to address corruption by the Thai government.

No Gift Policy

The Company has a policy regarding the acceptance and giving of gifts and gratuities (No Gift Policy) or any other benefits and entertainment, as a clear practice to establish high standards for employees at all levels to not seek personal gain, and to foster a corporate culture of transparency free from fraud, corruption, and bribery.

Activities GFC CG Day

The Company is committed to conducting business according to good governance principles, adhering to anti-corruption in all forms, and driving organizational development for sustainable growth in line with the approach. ESG which is a crucial foundation for the Company's long-term stability and sustainable business operations. In this regard, the Company organized the activity GFC CG DAY To promote and reinforce understanding of good corporate governance, business ethics, anti-corruption, and sustainable development among executives and employees at all levels, enabling concrete implementation. Additionally, the Company organized a test in which all executives and employees participated and passed the evaluation criteria with 100%, reflecting an organizational culture committed to transparency, accountability, and standards. In 2025, there were no violations of laws related to fertility services, business ethics, fraud, or corruption.

Procurement

The Company is committed to conducting business with integrity, transparency, and fairness under good corporate governance principles, coupled with sustainable development approaches, to create long-term value for all stakeholders, including those who benefit from or are affected by the Company's operations. The Company prioritizes responsible supply chain management, covering three aspects: environmental, social, and governance (ESG), which are crucial mechanisms for managing risks and opportunities in sustainable business operations, while also aiming to develop relationships and promote mutual growth with partners throughout the supply chain. The Company adheres to procurement processes and contract terms with integrity, transparency, and accountability. It continuously selects and evaluates the performance of its business partners to ensure equal opportunities for qualified partners to conduct business with the Company. The Company has integrated sustainable business principles as part of

its partner selection criteria, requiring partners to have no history of violating labor laws, unfair labor practices, child labor or illegal labor, non-compliance with occupational safety standards, fraud, or corruption, including social and environmental disputes.

Additionally, the Company prioritizes the procurement of environmentally friendly products (Green Procurement)

To support the reduction of greenhouse gas emissions and strive to be a sustainably growing organization, by selecting suppliers of products certified with environmental labels, such as the Green Label (Green Label) Symbol Green Industry Energy-saving label number 5 Carbon Reduction label or other related labels/standards, etc.

Sustainability Disclosure Acknowledgement 2025

The Company Received the award Sustainability Disclosure Acknowledgement 2025 from Thaipat Institute. As an organization that appropriately, transparently, and consistently discloses sustainability information in accordance with sustainability reporting principles. This award reflects the commitment to conducting business responsibly, considering all stakeholder groups, and adhering to sustainable development.

The Company received a certificate for the ESG DNA project from the Stock Exchange of Thailand, which is a sustainability course that enhances knowledge and understanding of sustainable business practices. All employees participated in the project and passed the test with 100%, reflecting the organization's commitment to developing and instilling ESG concepts as part of its corporate culture.

Business Innovation

Embryo Incubator Embryo Scope Plus

The Company prioritizes the development of treatment quality according to international standards, focusing on the application of medical technologies that are precise, safe, and academically sound. One of the technologies the Company uses is Embryo Scope+, an internationally recognized time-lapse incubator (closed system) for embryo culture.

Embryo Scope+ helps continuously stabilize the embryo culture environment, equipped with a camera system that records embryo development throughout the culture period without needing to remove embryos from the incubator. This reduces disturbance and the risk of environmental changes that could affect embryo quality. It works in conjunction with an Artificial Intelligence (AI) data analysis system to support the evaluation of embryo development from continuously recorded image data. AI serves as a tool for in-depth data analysis to support the decisions of physicians and the team of scientists, thereby increasing the chances of successful pregnancy in an academically appropriate manner.

The selection of Embryo Scope+ technology reflects the Company's commitment to elevating the standard of infertility treatment by adopting modern, academically supported technology to build confidence among service recipients and support sustainable business operations in reproductive medicine.

MSS (Microfluidic Sperm Sorting)

The Company utilizes Microfluidic Sperm Sorting (MSS) for sperm selection in ICSI, a technology that employs microfluidic principles mimicking natural selection. This method helps select highly motile and high-quality sperm while reducing the use of centrifugation, which can cause damage to sperm.

MSS technology helps reduce the formation of Reactive Oxygen Species (ROS) and minimizes the risk of DNA fragmentation within sperm, resulting in more complete sperm and supporting the academic effectiveness of infertility treatment processes.

Room for freezing embryos, egg cells, and sperm (CRYO Storage)

The Company has the first CRYO Storage facility in Thailand for freezing embryos, egg cells, and sperm, specifically designed for preserving reproductive cells. The oocyte cryopreservation process is a crucial option for those planning future parenthood, maintaining the quality of embryos, egg cells, or sperm at the most suitable age using temperature-controlled liquid nitrogen tanks to preserve quality long-term, reduce the risk of deterioration, and maintain their potential for future pregnancy.

Within the storage and care process, the Company has a team of specialized reproductive medicine scientists who regularly monitor, inspect, and control the environmental conditions of the storage system, including temperature, nitrogen levels, and storage safety, to ensure that embryos, egg cells, or sperm are maintained under appropriate standards throughout the storage period.

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	1
Total number of cases or incidents leading to significant labor disputes (cases)	0	0	1
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

Details of incidents and corrective measures for significant social and legal violations⁽¹⁾

Year of incident	Details	Progress status
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Year of incident	Details	Progress status
2025	Incident Labor dispute involving a claim for damages filed with the Central Labor Court. Impact that occurred or is expected to occur <u>Non-financial impact</u> None <u>Financial impact</u> • Expected impact on financial statement : 900,000.00 baht • Actual impact on financial statement : 900,000.00 baht Corrective or remedial measures The Company has implemented appropriate remedial and corrective measures to address the impacts and to prevent the recurrence of similar incidents in the future.	Incident no longer subject to action

Remark: ⁽¹⁾ The aforementioned labor dispute has been disclosed under Section 5.3: Legal Disputes.

Fair labor practice

Disclosure boundary in fair labor practice in the past years

Boundary type	: Company
Total number of disclosure boundaries	: 1
Data disclosure coverage (%)	: 0.00

Information on employees and labor management plan

Employees and labor management plan

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

Employees and Labor

The company is committed to serious human resource management, adhering to relevant labor laws and regulations, as well as international human rights principles, to care for employees based on equality, fairness, and justice, as follows:

- Treats employees and stakeholders according to internationally recognized human rights principles. including labor laws and relevant labor standards.
- Maintain and promote an open organizational culture. by encouraging employees to participate, express opinions, and suggest organizational development guidelines.
- Company Human Resource Management Policy has been developed to align with international best practices, covering key issues such as:

1. Fair Employment/Termination

The group of companies prioritizes fair employment and strictly adheres to labor laws to ensure all employees receive appropriate care. There are transparent standards for selecting and appointing employees, considering qualifications, abilities, and experience, free from discrimination based on race, religion, gender, age, disability, or political views.

- Termination of employment follows clear, transparent, and fair criteria, based on performance and legal requirements.
- Terminated employees receive legal severance pay, including appropriate advance notice.

2. Employee Compensation and Benefits

The group of companies establishes fair compensation policies, aligned with industry standards and labor laws, taking into account employees' abilities, performance, and experience.

- Compensation and benefits are regularly reviewed to keep pace with economic conditions.
- Has a policy to support fair and equitable compensation, without discrimination.
- Promotes employee stability and work motivation.
- Establish appropriate and fair compensation and benefits.
 - Supports employees in developing skills and growing within the organization.
 - Uses transparent and standardized evaluation guidelines.
 - Provides welfare benefits that promote quality of life.
 - Annual bonus
 - Provident fund

- Inpatient and outpatient medical expense insurance.
- Accident insurance
- Occasional financial assistance, such as for employee and family funerals.
- Get-well gifts for sick employees
- Financial support for company activities, such as annual trips and New Year's parties.
- Special discounts on company product purchases.
- Annual health check-up
- Employee uniforms
- Leave and holiday entitlements as prescribed by law.
- Birthday leave entitlement
- Employee shuttle service

The company has a policy of providing fair compensation and benefits comparable to organizations in the same business, linked to the performance of each executive and employee. The compensation structure is reviewed annually to ensure employee compensation is at a highly competitive level (Top Quartile) in related industries.

The company has established compensation management guidelines, taking into account the impacts of internal and external environmental changes, as well as labor market trends, to ensure that compensation is fair and aligned with the company's business objectives. Compensation is determined for all executives and employees. 1 Times / Year by using performance indicators (KPI) is a key criterion.

The company adopts the principle of Balance Scorecard and emphasizes performance in 3 Key dimensions include:

1. Continuous Operations Perspective (Business as Usual)
2. Key Strategic Project Perspective (Strategic Initiatives)
3. Organizational Strategy Support Perspective (Strategic Enablers & Sustainability)

The establishment of Corporate Key Performance Indicators (KPIs) and their translation into Individual KPIs, covering both current (short-term) performance and long-term strategic performance, ensures that executive and employee compensation aligns with both short-term and long-term performance and strategies.

Item	Unit	Year 2023	Year 2024	Year 2025
Total compensation for all employees.	Million Baht	31.23	72.30	76.18
Total compensation for male employees.	Million Baht	4.64	9.43	15.32
Total compensation for female employees.	Million Baht	26.59	62.87	60.86
Average compensation of female employees to male employees.	-	82.54	85.00	93.15

3. Employee Potential Development and Skill Enhancement

The group of companies is committed to continuous human resource development to enhance employees' potential and growth opportunities.

- Provides both internal and external training, including specialized courses related to job positions.
- Supports learning through digital platforms, further education, or vocational training.
- Has a transparent employee evaluation system to guide skill development.
- Provides opportunities for employees to grow within the organization, based on performance, abilities, and potential.
- Foster an organizational culture conducive to collaboration and development.

Providing safety knowledge training for new employees.

The company prioritizes safety, health, and the working environment to enable employees to perform their duties efficiently and safely. Safety knowledge training is provided for new employees, covering safety

standards, relevant laws, and practices to reduce workplace risks. In 2025, the number of new employees who completed the training was 41 persons

The company has continuously designed and improved training courses to meet the organization's short-term and long-term goals and directions, and to develop the knowledge, skills, and experience of personnel, providing specialized knowledge, technical knowledge, management knowledge, and knowledge to support new businesses in the future. Additionally, the company emphasizes actions related to human rights respect, such as the Labor Protection Act B.E. 2551 (Revised Edition) Section 11/1, as well as supporting labor policies and laws for employees, and promoting seminars and study visits to allow employees to exchange knowledge and experience with other organizations and apply them to develop the organization.

In 2025, the company provided a total of 2,509 training hours for employees, averaging 24 training hours per person per year. The diverse training courses covered essential skills such as anti-corruption and anti-bribery policies. , Basic safety training , Energy efficiency improvement , Procedures for managing labor law requirements. , Risk assessment in the product manufacturing process , Occupational safety, health, and working environment, and business sustainability fundamentals, etc.

In 2025, the company encouraged employees at all levels to participate in the training program ESG DNA which is a sustainability course organized by the Stock Exchange of Thailand to enhance knowledge and understanding of sustainable business practices. Employees participating in the program received training according to the Stock Exchange's criteria and were awarded certificates of participation, reflecting the organization's commitment to developing and instilling concepts related to ESG to be part of the organizational culture.

4. Policy on Maintaining a Safe and Hygienic Working Environment

The group of companies prioritizes a safe working environment, with occupational health and safety measures that comply with legal requirements.

- Regularly provides safety training for employees at all levels.
- Has measures to prevent workplace accidents, including inspecting equipment and tools to meet standards.
- Encourages all employees to participate in reporting and alerting safety risks.
- Provides first aid units and emergency notification channels.

The company conducted fire drills and evacuation exercises on May 19, 26, 2025.

with 65 head office employees and 45 Rama 3 branch employees participating, totaling 100. % of all employees. This drill was organized to enhance readiness for emergency situations, reduce potential risks, and improve employees' skills to follow evacuation plans correctly and safely.



Basic First Aid and CPR Training Course

The company organizes First Aid & CPR Training courses to equip employees with the knowledge and skills to assist injured or unconscious individuals in emergencies. This enables them to perform initial aid correctly and promptly, with practical training and simulated scenarios to ensure employees understand and can apply the skills effectively.









Safety inspection in healthcare facility operational areas.

Healthcare facilities continuously monitor and track safety, occupational health, and environmental performance within the facilities to ensure that medical operations and healthcare services comply with established safety standards.

Work-related accidents

Indicator	Unit	Target	2023	2024	2025
Number of lost-time work-related illnesses.	persons	0	0	0	0
Number of lost-time work injuries.	persons	0	0	0	0
Number of work-related fatalities	persons	0	0	0	0
Lost Time Injury Frequency Rate (LTIFR)	Number of cases per 200,000 working hours	0	0	0	0

Note: The Loss Time Injury Frequency Rate (LTIFR) is calculated by dividing the number of lost-time injuries by the total number of working hours, then multiplying by 200,000 to obtain a comparable rate across industries.

5. Welfare Committee

Welfare is a crucial factor that improves the quality of life for employees and their families. Modern and employee-needs-aligned welfare management helps employees access accurate information about available benefits within the organization, balance work and life, foster value and dedication to the company, and prevent and eliminate organizational problems that hinder operations.

In 2025, the group of companies established a Welfare Committee within the establishment to play a crucial role in overseeing and regulating employee-related welfare. The focus is on developing welfare management guidelines that align with the organizational environment. In the past year, the company prioritized improving welfare programs to suit employees and enhance their quality of life, as well as implementing programs appropriate for the economic situation.

6. Equal Opportunities for Underprivileged Groups and Persons with Disabilities

The company recognizes the importance of improving the quality of life for persons with disabilities and considers it a way to promote opportunities for them to demonstrate their abilities, generate income, become self-reliant, and reduce the burden on families and society for long-term care. It also encourages persons with disabilities to be a mechanism in promoting the country's business development, especially regarding quality of life within the occupational health group, in accordance with the Promotion and Development of Quality of Life for Persons with Disabilities Act B.E. 2550 aims to promote and protect persons with disabilities, with practices to establish important measures regarding occupational promotion and stable income for caregivers of persons with disabilities. The Promotion and Development of Quality of Life for Persons with Disabilities Act B.E. 2550 and amendments. In both public and private sectors, there are provisions for promoting occupations according to the proportion of 35 persons per 1 persons, where the industrial business sector must meet the required ratio of 1 per 100 persons

in B.E. 2025 The company has employed a number of disabled persons. 1 persons in the position of Accounting Administrative Officer, in accordance with the provisions of the Promotion and Development of Quality of Life for Persons with Disabilities Act B.E. 2550 and amendments. based on principles of equality, non-discrimination, and providing appropriate employment access for persons with disabilities according to their individual potential.

The company has prepared a working environment and assigned responsibilities that align with the job nature and abilities of persons with disabilities, while providing necessary support to enable them to perform effectively. This promotes vocational skill development and career advancement, thereby enhancing their quality of life and creating sustainable career stability.

Furthermore, the company remains committed to implementing sustainable human resource management policies by supporting diversity, equality, and inclusion to foster an open organizational culture that respects differences and promotes long-term sustainable growth.

7. Salary Adjustment Criteria

The group of companies has fair salary adjustment criteria, taking into account employee capabilities and company performance.

of the organization.

- Consideration of salary adjustments based on employee performance and annual evaluations.
- Considers economic and industry conditions to ensure employees receive appropriate compensation.
- Establishes clear evaluation guidelines to ensure transparency and fairness.
- Promotes incentive systems, such as bonuses.

8. Provident Fund

The group of companies provides a provident fund to serve as financial security and promote employees' saving discipline.

- The company contributes funds at an appropriate rate.
- Provides advice on fund savings and investments to enable employees to manage their savings effectively.
- Promotes financial and retirement planning knowledge among employees.
- Allows employees to voluntarily contribute to the fund, ranging from 3-15%.

	Unit	Year 2023	Year 2024	Year 2025
Employee compensation payment				
Total compensation for employees.	Million Baht	31 . 23	72.30	79.19
Amount contributed to the provident fund.	Million Baht	0. 3	0.94	1.15
Percentage contributed by the company.	Percentage	3	3	3
Percentage of employees choosing to contribute.	Percentage	3	3	3-15
Number of employees who are provident fund members.	persons	65	80	103
Percentage of employees who are provident fund members.	Percentage	87.84	89.96	91.15
Average knowledge training hours per employee.	Hrs/person/year	14.00	19.26	24
Training expenses / for employee development	Million Baht	0.09	0.42	0.32

9. Employee Engagement Assessment

Employee Engagement Assessment Guidelines

The company assesses employee engagement levels through Employee Engagement Survey along with the use of structural human resource indicators, namely turnover rate (Employee Turnover Rate) and employee retention rate (Employee Retention Rate) to reflect workforce stability and quality of working life, in accordance with practices in ESG and international human capital reporting.

Evaluation Results and Comparison 2024 2025

Year B.E. 2024

The company has an average of approximately 84.25 employees, with an average total turnover rate of 2.38%, which is due to the resignation of probationary employees, accounting for 1.18%. Permanent employees accounted for 1.30%. Meanwhile, the average annual employee retention rate for permanent staff was 98.70%, reflecting a good level

of workforce stability, even though the organization is still in a period of expansion and partial personnel restructuring. When considering by job type, it was found that the turnover rate of Group Front Clinic was 0.60%. Group Front Non-Clinic was 0.68%. Group Back Office was 1.10%. which is still at a level that the organization can manage without affecting service quality.

Year B.E. 2025

The company found that employee engagement levels showed a continuous upward trend, based on evaluation results from Employee Engagement Survey was 78.01%, an increase from 75.68% in 2024, and significantly higher than the organizational target of 70%. Structurally, the company has an average total turnover rate of 2.89% and an average annual employee retention rate as high as 98.50%, reflecting workforce continuity and the organization's ability to retain high-potential personnel in the long term. A comparison of data between 2024 and 2025 shows that despite increasing business environment challenges and competition for specialized personnel, the company has continuously maintained human resource stability while enhancing employee engagement qualitatively.

Factors related to ESG that support employee engagement.

Safe, fair, and quality-of-life-conscious working environment (Well-being & Decent Work) The company prioritizes the safety, health, and well-being of its employees to create a sustainable working environment.

Human Capital Development and Career Advancement (Human Capital Development)

The company supports learning, skill development, and career growth, especially for medical personnel and specialized professionals.

Employee-Centric Participation and Leadership (Inclusive & Participative Leadership)

Management prioritizes transparent communication, listening to feedback, and employee participation to build long-term trust and engagement.

In summary, the company shows a strong and continuously developing employee engagement trend from 2024 to 2025, both in terms of workforce structure and quality based on engagement survey results. The company will continue to implement human resource strategies within the framework of ESG continuously, to create shared value for employees, service recipients, shareholders, and society sustainably.

Factors affecting employee engagement

1. Working Environment

GFC focuses on creating a friendly work environment, supporting teamwork, and providing opportunities for employees to express creative ideas. We believe that a good environment helps employees feel confident and happy at work.

2. Career Development Opportunities

We support employees in continuously developing their skills and abilities through workshops, internal and external training, and career development programs that help employees grow in their respective fields.

3. Management Support

Organizational leaders play a crucial role in building employee trust. GFC emphasizes open communication and management support to make employees feel involved and valued.

Target details	Target	Performance
Employee Satisfaction	70%	78%
Number of employee knowledge and skill development trainings.	16 hours / person / year	24 hours / person / year
Employee turnover rate	5%	2.89%
Human Rights Violations / Violations against Key Stakeholders of the Company	0	1
Accident rate for employees and related parties.	0	0
Develop personnel and scientists to advance fertility treatment through GFC Connect activities.	1 time/year	1 time/year
Supports the well-being of communities near the company.	1 community	1 community
Projects that help communities and society, carried out in collaboration with partners.	5 projects	5 projects

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)
• Promoting employee relations and participation	Employee Satisfaction	2025: -	2026: The employee satisfaction level with the organization must be at least 70%.

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 : Yes
management

Employee Skill Development Project in Assisted Reproductive Technology

Knowledge Transfer in Assisted Reproductive Technology

The company continuously transfers knowledge and expertise in assisted reproductive technology to various agencies, organizations, and higher education institutions under the project "GFC Connect," while also promoting the exchange of knowledge and experience with partner networks to elevate the standard of infertility treatment and support the sustainable development of best practices in the assisted reproductive technology industry.

In 2025, the company sent personnel to deliver special lectures at various universities as follows:

University	Lecture Topics	Number of Participants
Thammasat University	Laboratory semen analysis technology and career paths in ART.	89
Thammasat University	How to become a medical technologist in an infertility clinic: essential potential, responsibility to oneself and the profession, academic and professional integrity, flexible thinking, and growth.	78

Additionally, the company organized educational activities at GFC Rama 9 International under the "GFC Connect" project to provide students interested in embryology and assisted reproductive technology with real-world experience working in the ART LAB of Genesis Fertility Center (GFC). Students will learn about important operational processes such as ICSI preparation, sperm preparation for ICSI, semen analysis, embryo culture, and high-quality embryo selection, among others.

Students also gained opportunities for practical work experience under the close supervision of experts, which helped enhance their skills, practical understanding, and readiness for future professional careers. All participants expressed interest in further developing a career path in this field, accounting for 100%, reflecting the company's role in supporting the development of quality human resources and sustainably elevating industry standards. In 2025, students interested in participating in activities were as follows:

University	Number of Participants
Mahidol University	15

Project GFC Connect benefits the company and society in various aspects.

Short-term Benefits

- **Promoting Learning from Real-world Experience** Students gained practical experience in a real-world environment, learning important procedures such as in vitro fertilization (Sperm preparation, semen analysis, and quality embryo selection, which help foster deep understanding and build essential professional skills for the future.
- **Inspiring Interest in Specialized Professions** Participating Students Workshop participants have the opportunity to discover their aptitudes and interests in specialized medical fields, which could lead to developing stable careers that meet future societal needs.
- **Connecting Academia and the Private Sector** Collaboration between universities and establishments facilitates concrete knowledge and experience exchange, which will lead to the development of curricula that better align with labor market demands.

Long-term Benefits

- **Developing Quality Personnel in Assisted Reproductive Technology** Thailand still faces a shortage of specialized experts. This project is therefore crucial in developing new generations of personnel with knowledge, skills, and readiness to enter the labor market.
- **Supporting the Resolution of Infertility Issues in Thailand** By transferring knowledge and developing skills in reproductive medicine, this project will help increase public access to quality treatment, which will have long-term positive effects on the population structure.
- **Promoting Research and Innovation Development in Assisted Reproductive Technology** Providing students with real-world work experience stimulates new ideas that can be further developed into future research and innovations.
- **Elevating Professional Standards in the Country** Training and developing personnel under the guidance of highly experienced experts will help establish new standards for teaching and learning.

Promoting Professional Skill Development

- **The 31st Congress of the Thai Society for Reproductive Medicine (TSRM 2025)**

The medical team and scientists attended The 31st Congress of the Thai Society for Reproductive Medicine (TSRM 2025), a national academic conference on reproductive medicine, organized as a platform for presenting and exchanging academic knowledge, research, innovations, and modern treatment approaches in reproductive medicine and Assisted Reproductive Technology (ART). Physicians, scientists, researchers, and medical personnel from various fields participated to collectively elevate the standards of infertility treatment and continuously improve the quality of patient care.

- **GFC Meet The Experts**

Company personnel attended lectures to enhance and develop academic knowledge on key topics, including:

- Now & Future of Artificial Intelligence in IVF Laboratory, Increasing Success Rate
- LH evidence based clinical practice trend & RWEs
- Unlock the power of Preimplantation Genetic Testing

Honored by Asst. Prof. Dr. Chanakan Sibutkul and Lecturer Dr. Pantavee Tantiviriyaphan, faculty members of the Reproductive Biology Unit, Department of Obstetrics and Gynecology, Faculty of Medicine, Chulalongkorn University. These lectures contributed to enhancing the knowledge, understanding, and potential of personnel in applying modern medical technologies and practices, thereby increasing the efficiency of quality and standardized patient care.

- **SPIRE2025 (The Congress of the Asia Pacific Initiative on Reproduction)**

The medical team participated in the international academic conference SPIRE2025 (The Congress of the Asia Pacific Initiative on Reproduction) at Suntec Convention & Exhibition Centre, Singapore. This international academic conference on reproductive medicine in the Asia Pacific region was organized to exchange knowledge, research, innovations, and best practices related to infertility treatment and Assisted Reproductive Technology (ART), with experts and medical personnel from various countries attending.

- **ESHRE 5th Annual meeting**

The company participated in the ESHRE 5th Annual Meeting, which is one of the most important international academic platforms in assisted reproductive technology. This event gathers experts, scientists, and physicians from around the world to exchange knowledge, innovations, and the latest treatment approaches in reproductive medicine. Participating in this conference is a significant opportunity for the company's medical team and scientists to update their in-depth knowledge of new technologies in infertility care and treatment, as well as to develop best practices for embryo culture laboratories. The company also exchanged experiences with experts from various countries to further advance the standards of reproductive medicine services. Participation in ESHRE 5th Annual Meeting underscores the company's commitment to improving treatment quality by utilizing modern technology and innovation to provide the best opportunities for those seeking to have children, while moving forward to become a leading international reproductive medicine center.

- **Driving Excellence in IVF**

Company personnel attended the "Driving Excellence in IVF" lectures on "Quality Control in IVF Laboratory" and "Enhancing the Role and Benefits of LH in Ovarian Stimulation: Evidence-Based Insights and Cost-Effectiveness." The lectures were honored by Prof. Dr. Teeraporn Vutyavanich, a specialist in Obstetrics and Gynecology, Reproductive Medicine, and Assoc. Prof. Dr. Pitak Laohapornpitak, a specialist in Obstetrics and Gynecology, Reproductive Medicine, who are executives and resident physicians at GFC Clinic. These sessions enhanced in-depth understanding and supported the application of standardized treatment guidelines in patient care. The lectures reflect the company's commitment to continuous learning, systematic professional knowledge development, and operating business on principles of good governance to elevate the quality of treatment and create sustainable value for all stakeholders.

Information on employment

Employment

	2023	2024	2025
Total Employment (Person)	97	102	111
Percentage of employees to total employment (%)	100.00	100.00	100.00
Total employees (persons)	97	102	111
Male employees (persons)	11	11	21
Percentage of male employees (%)	11.34	10.78	18.92
Female employees (persons)	86	91	90
Percentage of female employees (%)	88.66	89.22	81.08

Number of employees categorized by age

	2023	2024	2025
Total number of employees under 30 years old (Persons)	53	50	N/A
Percentage of employees under 30 years old (%)	54.64	49.02	N/A

	2023	2024	2025
Total number of employees 30-50 years old (Persons)	39	49	N/A
Percentage of employees 30-50 years old (%)	40.21	48.04	N/A
Total number of employees over 50 years old (Persons)	5	3	N/A
Percentage of employees over 50 years old (%)	5.15	2.94	N/A

Number of male employees categorized by age

	2023	2024	2025
Total number of male employees under 30 years old (Persons)	4	4	N/A
Percentage of male employees under 30 years old (%)	36.36	36.36	N/A
Total number of male employees 30-50 years old (Persons)	7	7	N/A
Percentage of male employees 30-50 years old (%)	63.64	63.64	N/A
Total number of male employees over 50 years old (Persons)	0	0	N/A
Percentage of male employees over 50 years old (%)	0.00	0.00	N/A

Number of female employees categorized by age

	2023	2024	2025
Total number of female employees under 30 years old (Persons)	49	46	N/A
Percentage of female employees under 30 years old (%)	56.98	50.55	N/A

	2023	2024	2025
Total number of female employees 30-50 years old (Persons)	32	42	N/A
Percentage of female employees 30-50 years old (%)	37.21	46.15	N/A
Total number of female employees over 50 years old (Persons)	5	3	N/A
Percentage of female employees over 50 years old (%)	5.81	3.30	N/A

Number of employees categorized by department over the past year

Department / Line of work / Unit / Business group	Number of employees (persons)
Medical and Nursing Department	11
Nursing Department	31
Laboratory Department	19
Customer Relations and Corporate Image Department	7
Call Center Department	12
Procurement Department	3
Legal Department	1
Executive Office	12
Human Resources and Administration Department	12
Digital Technology Department	3
Business Development Department	0

Department / Line of work / Unit / Business group	Number of employees (persons)
Total number of employees	111

Significant changes in the number of employees

Significant changes in number of employees over the : Yes
past 3 Years

The aforementioned increase in employee numbers is primarily attributed to branch expansion and business growth, aimed at supporting services for both domestic and international client groups (International Expansion). This expansion is to accommodate the rising demand from clients and to broaden the scope of reproductive medicine services, making them more comprehensive and capable. Furthermore, the group of companies has undertaken workforce restructuring in alignment with its branch expansion plans and long-term growth strategies. This involves focusing on strengthening personnel in key areas such as medical professionals, scientists, nurses, and specialized support staff, as well as enhancing the efficiency of human resource management. These measures are designed to support complex operations and meet international standards. This transformation represents strategic growth that bolsters the group's competitiveness and forms a crucial foundation for driving sustainable business operations in the future.

Employment of workers with disabilities

	2023	2024	2025
Total employment of workers with disabilities (persons)	0	0	1
Percentage of disabled workers to total employment (%)	0.00	0.00	0.90
Total number of employees with disabilities (Persons)	0	0	1
Total male employees with disabilities (persons)	0	0	0
Total female employees with disabilities (persons)	0	0	1

	2023	2024	2025
Percentage of disabled employees to total employees (%)	0.00	0.00	0.90
Total number of workers who are not employees with disabilities (persons)	0	0	0
Contributions to empowerment for persons with disabilities fund	No	No	No

Information on compensation of employees

Employee remuneration by gender

	2023	2024	2025
Total employee remuneration (baht)	31,230,000.00	72,300,000.00	76,186,619.49
Total male employee remuneration (baht)	4,640,000.00	9,430,000.00	15,325,329.06
Percentage of remuneration for male employees (%)	14.86	13.04	20.12
Total female employee remuneration (baht)	26,590,000.00	62,870,000.00	60,861,290.43
Percentage of remuneration for female employees (%)	85.14	86.96	79.88
Average of remuneration of employees (Baht/persons)	321,958.76	708,823.53	686,365.94
Average of remuneration for male employees (Baht/persons)	421,818.18	857,272.73	729,777.57
Average of remuneration for female employees (Baht/persons)	309,186.05	690,879.12	676,236.56
Rate of average of remuneration between female employees and male employees	0.73	0.81	0.93

Information on provident fund management

Provident fund management policy and guidelines

Provident fund management policy and guidelines : Yes

For the fiscal year ended December 31 2025 The Group paid remuneration to employees totaling 81.30 million Baht, which includes remuneration in the form of salaries, wages, and other benefits such as bonuses and incentive fees, other employee welfare benefits, training expenses, social security contributions, provident fund, commissions, and overtime pay.

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

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)	65	80	103
Number of employees joining in PVD (persons)	74	80	103
Number of PVD members / Total employees (%)	76.29	78.43	92.79
Number of PVD members / Total eligible employees (%)	113.85	100.00	100.00

Amount of provident fund

	2023	2024	2025
Total amount of provident fund contributed by employer (baht)	730,000.00	1,882,348.50	2,258,446.36
Total amount of provident fund contributed by employee (baht)	730,000.00	1,882,348.50	2,514,154.36

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 (%)
Genesis Fertility Center Public Company Limited	Yes	111	103	103	92.79	100.00

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 is committed to improving employees financial knowledge through comprehensive personal financial literacy training. The program covers basic taxation, financial planning, retirement preparation, and disciplined investment practices. This helps employees manage their finances effectively, sustainably, and with long-term stability. This initiative not only improves financial literacy but also helps reduce economic inequality within the organization and improves employees quality of life in a practical way. It also reflects the company's commitment to good governance, transparency, and accountability to all stakeholders, supporting sustainable growth at the individual, organizational, and social levels.

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)	14.00	19.26	24.00
Total amount spent on employee training and development (Baht)	96,842.50	434,556.39	3,249,400.00

	2023	2024	2025
Percentage of training and development expenses to total expenses (%) ^(*)	0.000382	0.001558	0.010155
Percentage of training and development expenses to total revenue (%) ^(*)	0.000272	0.001165	0.009160

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)	1,952.00	2,096.00	1,952.00
Total number of hours worked by employees (Hours)	1,952.00	2,096.00	1,952.00

Statistic of accident and injuries of employees from work

	2023	2024	2025
Total number of lost time injury incidents by employees (Cases)	0	0	0
Total number of employees that lost time injuries for 1 day or more (Persons)	0	0	0
Percentage of employees that lost time injuries for 1 day or more (%)	0.00	0.00	0.00
Total number of employees that fatalities as a result of work-related injury (Persons)	0	0	0
Percentage of employees that fatalities as a result of work-related injury (%)	0.00	0.00	0.00

	2023	2024	2025
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)	N/A	30	38
Total number of male employee turnover leaving the company voluntarily (persons)	N/A	7	9
Total number of female employee turnover leaving the company voluntarily (persons)	N/A	23	29
Proportion of voluntary resignations (%)	N/A	29.41	34.23
Percentage of male employee turnover leaving the Company voluntarily (%)	N/A	23.33	23.68
Percentage of female employee turnover leaving the Company voluntarily (%)	N/A	76.67	76.32

	2023	2024	2025
Evaluation result of employee engagement	Yes	Yes	Yes

Employee internal groups

Employee internal groups : Yes

Types of employee internal groups : Welfare committee

Responsibility to customers/ consumers

Information on responsibility to customers/consumers policy

Consumer data privacy and protection policy and guidelines

Consumer data privacy and protection policy and guidelines : Yes

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

Responsible sales and marketing policy and guidelines

Responsible sales and marketing policy and guidelines : No

Reference link for responsible sales and marketing policy and guidelines :

Page number of the reference link :

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

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

Policy and guidelines on communicating the impact of products and services to customers / consumers : Prohibition of exaggerated, inaccurate, or misleading marketing claims, Labeling of goods and products with legally required information, Appropriate marketing communications for vulnerable groups, including children or youth under 12 years old, Appropriate marketing communications through digital channels

Information on customer management plan

Customer management plan

Company's customer management plan : Yes

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

In customer satisfaction surveys, the Company prioritizes enhancing the quality of services and the experience of service recipients. Customer satisfaction surveys are conducted annually, and the evaluation results are analyzed to determine continuous improvement and development guidelines for services.

The Company has designed a questionnaire to cover key issues in evaluating the effectiveness of its services, taking into account the specific characteristics of recipients of reproductive medicine services, who have diverse needs and service experiences, to ensure that the survey results comprehensively reflect the opinions of service recipients.

The topics for customer satisfaction evaluation cover the following key issues:

1. Quality of medical services and care.
2. Attentiveness and communication of doctors and medical personnel.
3. Convenience and duration of service access.
4. Clarity and completeness of information and advice.
5. Standards of cleanliness, safety, and the environment of the medical facility.
6. Efficiency of staff services and facilitation.
7. Overall satisfaction and intention to return for services or recommend to others (Customer Loyalty).

In 2025, the average customer satisfaction level for the Rama 9 branch was 97%, and for the Rama 3 branch, it was 98.42%. The Company utilizes these survey results to continuously improve service processes, develop personnel capabilities, and elevate operational standards to build maximum confidence and satisfaction among service recipients.

Information on setting customer management goals

Setting customer management goals

Does the company set customer management goals : No

Details of setting customer management goals

Information on performance and results of customer management

Performance and outcomes of customer management

Performance and outcomes of customer : Yes
management

The Company places importance on continuously enhancing service quality and customer experience. To this end, the Company conducts customer satisfaction surveys on an annual basis and analyzes the results to identify areas for improvement and to further develop its services in alignment with customer needs.

The survey questionnaire is carefully designed to cover key aspects of service effectiveness, taking into account the specific characteristics of patients in the field of reproductive medicine, who have diverse needs and service experiences. This ensures that the survey results comprehensively reflect customer perspectives.

The key areas of customer satisfaction assessment include:

- Quality of medical services and treatment
- Care, attentiveness, and communication of physicians and medical personnel
- Convenience and waiting time for services
- Clarity and completeness of information and guidance provided
- Cleanliness, safety, and environment of the healthcare facility
- Efficiency of staff services and facilitation
- Overall satisfaction and intention to revisit or recommend the services (Customer Loyalty)

In 2025, the average customer satisfaction score at the Rama 9 branch was 97%, while the Rama 3 branch achieved 98.42%. The Company utilizes these survey results to improve service processes, enhance personnel capabilities, and continuously elevate operational standards, with the aim of building trust and maximizing customer satisfaction.

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 : Yes
customers/consumers

Telephone : 02-1086413-14

Fax : -

Email : -

Company's website : www.genesisfertilitycenter.co.th

Address : 2292 Rama 9 Road, Phatthanakan Subdistrict, Suan Luang District, Bangkok 10250 (Head Office)

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 Occupational health, safety, health, and quality of life,
Disadvantaged and vulnerable groups

Community and Social Activities

The Company places strong emphasis on comprehensive community and social development through active participation and continuous support of annual activities, as well as initiatives aimed at assisting and developing surrounding communities. These efforts are intended to strengthen positive relationships between the Company and nearby communities, while also providing support during emergency situations, such as assisting individuals affected by flooding in the northern and southern regions, and promoting educational opportunities for underprivileged children and youth.

The Company also participated in the Suan Luang District Community Committee Meeting No. 8/2025 to introduce the Company and communicate its past social and environmental initiatives to the community. During the meeting, the Company reaffirmed its commitment to being an active contributor to community development in the Suan Luang area, where GFC Rama 9 International Branch is located.

In addition, the Company conducted a community field survey and data collection on the quality of life of residents in the Hua Mak Koh Klang Community, Suan Luang District, to support the planning and implementation of community development projects aligned with the actual needs of the community. The visit was led by the community leader, who provided local insights and information. The survey identified key community challenges, including drug-related issues as the most urgent concern, followed by deteriorating housing conditions and income-related challenges.

Based on these findings, the Company has established initial development initiatives, such as allocating proceeds from recyclable waste sales at GFC Rama 9 International Branch to support persons with disabilities in the community, organizing educational activities on sexual health and hygiene, and promoting well-being through initiatives such as GFC On Tour. The Company also aims to promote local employment and is considering the establishment of a community vocational training center in collaboration with the Suan Luang District Office, to enhance economic opportunities and improve quality of life in a sustainable manner.

The Company believes that growing alongside the community and society in a mutually supportive manner is a fundamental pillar of sustainable development, and remains committed to continuously fostering strong relationships as a responsible and caring neighbor.

Project to Promote Parenthood in Collaboration with Partners

The Company participated as a guest lecturer in the academic event Beyond ONE-SIZE-FITS-ALL: The ART of Personalized COS on the topic Trust Matters with True Individualization: Case Sharing, with the honor of Dr. Parawan

Tangtham representing the Company to share experiences and exchange knowledge with international speakers, including Prof. Human M. Fatemi from Abu Dhabi, UAE, and Assoc. Prof. Isarin Thababoonyawat. Prof. Teraporn Vutyavanich graciously served as the moderator for the event to facilitate in-depth discussions.

This lecture focuses on presenting concepts and case studies in infertility treatment using a personalized care approach (Personalized Treatment), emphasizing building confidence, appropriateness of treatment planning, and selecting technology that aligns with the unique characteristics of each patient, to enhance treatment efficacy and sustainable medical outcomes. This involves transferring knowledge to reproductive medicine specialists nationwide.

Additionally, Dr. Boonyakiart Thammaset served as a Company representative and guest lecturer at the event Alpha Skills Summit 2025 on the topic "Modern Family Planning with Medical Innovation for Confident Parenthood." The objective is to impart knowledge on family planning in the context of modern society, as well as to present approaches and medical innovations in reproductive medicine that enhance understanding and provide suitable options for having children. The lecture aims to provide accurate information, covering health aspects, family preparedness, and the application of modern medical technology to promote parenthood and support effective family planning, in line with the diverse lifestyles and needs of contemporary families.

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 : Yes

Details of community and social management goal setting

Target(s)	Indicators(s)	Base year(s)	Target year(s)
• Employment and professional skill development • Occupational health, safety, health, and quality of life • Reducing inequality	Five community and social assistance projects undertaken in collaboration with partners.	-	2025: Five community and social assistance projects undertaken in collaboration with partners.

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

Community and Social Development Project: Enhancing Quality of Life Sustainably

"Pankan" Project

The Company, in collaboration with the "Pankan" project under the Yuwaphat Foundation, shared educational opportunities with underprivileged children at the foundation through "sharing good-condition items" from executives

and employees, such as bags, shoes, clothes, children's toys, and sports equipment. This sharing initiative was converted into 3 scholarships (7,000 Baht each), tangibly supporting the learning and fostering a secure future for the children. This reflects the power of collaboration within the organization in driving a sustainable giving society.

Project "BRADAY Old Bras, We Want Them"

The Company, in collaboration with the "BRADAY Old Bras, We Want Them" project under Thai Wacoal Public Company Limited, established collection points for old and worn-out underwear for both men and women. This initiative aims to promote responsible disposal and reduce environmental impact, as one piece of underwear, if discarded with general waste and sent to a landfill, can take up to 450 years to decompose.

The project successfully collected over 70 kilograms of old and worn-out underwear, which helped reduce greenhouse gas emissions by 140 KgCO₂e, equivalent to planting 15 trees. These items were then sent for disposal through an incineration process to produce energy in the form of RDF (Refuse Derived Fuel), thereby reducing landfill waste while generating alternative energy. This reflects the Company's concrete and sustainable commitment to environmental operations.

Donating items to assist flood victims

Following the flood situation in 2025, which affected several areas in both the northern and southern regions, the Company collaborated with the "Magic Books for Kids" project to support the donation of extracurricular reading books and learning equipment to Thai Rath Wittaya 45 School (Ban Don Tan) and Ban Rin Luang School, both of which were damaged by the floods in the northern region. This initiative aims to help restore libraries and enhance learning opportunities for students.

Furthermore, the Company also donated baby diapers and sanitary pads to alleviate the suffering of vulnerable groups affected by the flood situation in the southern region. These donations were delivered through Rak Thai Foundation, a network organization that continuously and effectively provides assistance to victims of natural disasters.

GFC Bright Future

The Company prioritizes promoting educational opportunities by providing scholarships to students at Wat Chorakhe Tai School, Chachoengsao Province, to support education and enhance the potential of youth, who are crucial for sustainable social development. The Company allocated 30,000 Baht for scholarships, and executives and employees jointly contributed an additional 21,400 Baht, totaling 51,400 Baht in scholarships delivered to students at Wat Chorakhe Tai School. This activity reflects the power of internal collaboration and the commitment to community development through tangible investment in education, reinforcing the Company's role in Creating Shared Value alongside responsible business operations and alignment with sustainable development guidelines.

Donating funds to the "Fund for Underprivileged Patients"

The Company's executive committee donated 500,000 Baht to the "Fund for Underprivileged Patients" as a royal merit offering on the occasion of Her Royal Highness Princess Maha Chakri Sirindhorn's 70th birthday. This donation aims to support the medical treatment expenses for patients at Siriraj Hospital, where advanced medical technology is utilized for treatment.

These operations reflect the Company's commitment to conducting business alongside creating sustainable benefits for society, with an emphasis on supporting public health and assisting underprivileged patients. This aims to collectively improve the quality of life for the public and foster a strong society in the long term.

In 2025, the Company made donations to assist communities and society to registered foundations, charitable organizations, and non-profit organizations as follows:

Number of Donations (times/year)	Donation Amount (Baht)
2	530,000

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?

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ESG Performance

Company Name : Genesis Fertility Center Public Company Limited Symbol : GFC

Market : mai Industry Group : Services Sector : SECTOR 0

Corporate Governance Policy

Information on overview of the policy and guidelines

Corporate governance policy and guidelines

Corporate governance policy and guidelines : Yes

Corporate Governance Policy.

Overview of corporate governance policies and practices.

In its past operations, the Board of Directors of Genesis Fertility Center Public Company Limited and its subsidiaries ("the Company") has complied with laws, objectives, regulations, and resolutions of the company's shareholders' meetings, and has adhered to and implemented the Principles of Good Corporate Governance for Listed Companies as prescribed by the Stock Exchange of Thailand, and the Corporate Governance Code for Listed Companies 2017 as prescribed by the Securities and Exchange Commission, to promote efficient and sustainable growth of the company's operations. Policies and practices are reviewed annually to ensure suitability with changes that may arise from business operations, environment, circumstances, or laws. Details are available on the company's website www.genesisfertility.co.th. Under the topic of corporate governance.

The Board of Directors mandates regular monitoring of compliance with corporate governance policies and good practices, which will lead to maximum benefits for all stakeholders, including employees, investors, shareholders, and other stakeholders, and also foster transparency for investors, thereby building external confidence in the company's business operations. The company adheres to principles of good corporate governance.

8 categories as follows:

Principle 1: Roles and Responsibilities of the Board of Directors.

Principle 1.1

The Board of Directors shall understand its role and recognize its responsibility as a leader to oversee good organizational management, which includes:

1. Defining objectives and goals.
2. Defining strategies, operational policies, and allocating key resources to achieve objectives and goals.
3. Monitoring, evaluating, and overseeing performance reporting.

Principle 1.2

In creating sustainable value for the enterprise, the Board of Directors shall oversee the company to achieve at least the following good governance outcomes:

1. competitive and achieve good performance, considering long-term impacts.
2. Conduct business ethically, respect rights, and be responsible to shareholders and stakeholders.
3. beneficial to society, and develop or reduce negative environmental impacts.
4. adaptable to changing factors.

The Board of Directors shall adhere to the following principles in governing the company to achieve good corporate governance outcomes.

1.2.1. The Board of Directors shall prioritize ethics, social, and environmental impacts, in addition to Financial performance.

1.2.2. The Board of Directors shall act as a role model in corporate governance leadership to drive an ethical organizational culture.

1.2.3. The Board of Directors shall establish written policies for directors, executives, and employees outlining principles and operational guidelines, such as a business code of conduct, etc.

1.2.4. The Board of Directors shall oversee communication to ensure that all directors, executives, and employees understand, have sufficient mechanisms to facilitate actual implementation of the above policies, monitor performance, and review policies and Regular practice.

Principle 1.3

The Board of Directors shall ensure that all directors and executives perform their duties with due care and loyalty to the organization, and ensure that operations comply with laws, regulations, and resolutions of shareholders' meetings, as well as established policies or guidelines, and have processes for approving significant operations such as investments, transactions with significant impact on the company, related party transactions, acquisition/disposal of assets, dividend payments, etc.

Principle 1.4

The Board of Directors shall understand the scope of its duties and responsibilities, and clearly define the scope of delegation of duties and responsibilities to the Chief Executive Officer and management, as well as monitor and oversee that the Chief Executive Officer (CEO) and management perform their assigned duties.

1.4.1. The Board of Directors shall prepare a Board Charter or Corporate Governance Policy that specifies the duties and responsibilities of the Board for reference by all directors in performing their duties, and shall arrange for a regular review of such Charter at least once a year, as well as regularly review the division of roles and responsibilities among the Board of Directors, Chief Executive Officer, and management to align with the organization's direction.

1.4.2. The Board of Directors shall understand its scope of duties and delegate management authority to the management, documenting it in writing. However, such delegation does not relieve the Board of its responsibilities. The Board must monitor and oversee management to perform duties as assigned. The scope of duties of the Board of Directors, Chief Executive Officer, and management may be divided as follows:

Matters that should be overseen for implementation.

Refers to matters for which the Board of Directors is primarily responsible for appropriate implementation. The Board may assign management to propose matters for consideration, which include the following:

- a. Defining business objectives and key goals.
- b. Fostering an ethical organizational culture and acting as a role model.
- c. Overseeing the Board's structure and operations to be appropriate for efficiently achieving business objectives and key goals.
- d. Recruitment, development, remuneration, and performance evaluation of the Chief Executive Officer.
- e. Establishing a remuneration structure that incentivizes personnel to perform in alignment with the organization's objectives and key goals.

Matters undertaken jointly with management.

Refers to matters that the Board of Directors, Chief Executive Officer, and management will jointly consider, with management proposing them for the Board's approval. The Board will oversee that the overall policy aligns with the objectives and key goals of the business, and will assign management to implement them, with the Board monitoring and management reporting to the Board periodically as appropriate, which include the following matters:

- a. Defining and reviewing strategies, goals, and annual plans.
- b. Overseeing the adequacy of risk management and internal control systems.
- c. Defining operational authority appropriate to the responsibilities of management.
- d. Establishing frameworks for resource allocation, development, and budgeting, such as human resource management policies and plans, and information technology policies.
- e. Monitoring and evaluating performance.
- f. Ensuring the reliability of financial and non-financial information disclosure.

Matters the Board of Directors should not undertake.

Refers to matters that the Board of Directors will oversee at the policy level, delegating the Chief Executive Officer (CEO) and management as primarily responsible for implementation, which include the following:

- a. Management (execution) in accordance with the strategies, policies, and plans approved by the Board of Directors. The Board of Directors should allow the management Responsible for operational decisions, procurement, recruitment, etc., within the defined policy framework, and monitoring results without interfering with decisions, unless necessary.
- b. Matters prohibited by regulations, such as approving transactions where directors have conflicts of interest, etc.

Principle 2: Establish the company's objectives and key goals for sustainability.

Principle 2.1

The Board of Directors shall define or ensure that the company's objectives and key goals are for sustainability, being objectives and goals that align with creating value for the company, customers, stakeholders, and society as a whole.

2.1.1 The Board of Directors is responsible for ensuring that the company has clear and appropriate objectives or key goals that can serve as the main concept for defining the business model and communicating it to everyone in the organization to drive in the same direction, by establishing a vision and shared organizational values, or principles and purposes, or similar.

2.1.2 In achieving its objectives or key goals, the Board of Directors shall define a business model that can create value for the company, stakeholders, and society as a whole, considering

1. environment and changing factors, including the appropriate use of technology.
2. Needs of customers and stakeholders.
3. Readiness, expertise, and competitiveness of the company.
4. Objectives of company establishment.
5. Company's main customer groups.
6. Profitability or competitiveness through value creation for the company and customers (value proposition).
7. The company's long-term viability, considering both opportunities and risks affecting the company and stakeholders.

2.1.3 The Board of Directors shall promote organizational values in good corporate governance, such as accountability, integrity, transparency, and due consideration of social and environmental responsibilities, etc.

2.1.4 The Board of Directors shall promote communication and reinforce that the organization's objectives and key goals are reflected in the decisions and operations of personnel at all levels, becoming an organizational culture.

Principle 2.2

The Board of Directors shall oversee that the company's objectives and goals, as well as its medium-term and/or annual strategies, align with achieving the company's key objectives and goals, with appropriate use of technology and safe.

2.2.1 The Board of Directors shall oversee the preparation of strategies and annual plans that align with the company's objectives and key goals, taking into account the company's current environmental factors, as well as acceptable opportunities and risks, and support the development or review of objectives, goals, and strategies for the medium term (3-5 years) to ensure that annual strategies and plans consider longer-term impacts and are reasonably foreseeable.

2.2.2 In defining strategies and annual plans, the Board of Directors shall ensure an analysis of the environment, factors.

and various risks that may affect relevant stakeholders throughout the value chain, as well as various factors that may impact the achievement of the company's key goals, with mechanisms to truly understand stakeholder needs.

1. Identify relevant internal and external stakeholders of the company, including individuals, groups, organizations, such as employees, investors, customers, business partners, communities, government agencies, regulatory bodies.
2. Identify issues and expectations of stakeholders for analysis and prioritization based on their importance and impact on both the company and stakeholders. This is to select key matters that will create shared value with stakeholders for implementation.

2.2.3 In defining strategies, the Board of Directors shall set goals appropriate to the business environment and the company's potential. The Board shall consider setting both monetary and non-monetary goals. Additionally, the Board shall be aware of the risks of setting goals that may lead to illegal or unethical conduct.

2.2.4 The Board of Directors shall oversee the promotion of innovation and the utilization of innovation and technology to build competitiveness and respond to stakeholder needs, while remaining based on social and environmental responsibility.

2.2.5 The Board of Directors shall oversee the communication of objectives and goals through strategies and plans throughout the organization.

2.2.6 The Board of Directors shall oversee the appropriate allocation of resources and operational control, and monitor the implementation of strategies and annual plans, by appointing persons responsible for overseeing and monitoring performance.

Principle 3: Enhance an effective Board of Directors.

Principle 3.1

The Board of Directors is responsible for defining and reviewing the Board's structure, including its size, composition, and the appropriate and necessary proportion of independent directors to lead the organization towards its defined objectives and key goals.

3.1.1 The Board of Directors is responsible for ensuring that the Board comprises directors with diverse qualifications in terms of skills, experience, abilities, and specific attributes, to ensure an overall suitable Board that can understand and respond to stakeholder needs, and must include at least one non-executive director with experience in the company's core business or industry.

3.1.2 The Board of Directors shall consider an appropriate number of directors who can perform their duties efficiently, with a minimum of 5 and a maximum of 11 directors.

3.1.3 Independent directors shall meet the number and qualifications specified by the Securities and Exchange Commission and the Stock Exchange of Thailand, and the Board shall ensure that independent directors can work effectively with the entire Board and express their opinions independently.

Principle 3.2

The Board of Directors shall select a suitable person as Chairman and ensure that the Board's composition and operations facilitate independent decision-making.

3.2.1. The Chairman of the Board should be an independent director. In cases where the Chairman is not an independent director, the Board of Directors shall appoint one independent director to co-consider the Board meeting agenda, or appoint at least half of the independent directors, in accordance with the principles of good corporate governance for listed companies in 2017.

3.2.2. The Chairman of the Board and the Chief Executive Officer (CEO) have different responsibilities. The Board of Directors shall clearly define the duties of the Chief Executive Officer (CEO). The company shall separate the person holding the position of Chairman of the Board from the person holding the position of Chief Executive Officer (CEO).

3.2.3. The Chairman of the Board plays a leadership role for the Board of Directors, with the Chairman's duties covering the following matters:

1. Supervising, monitoring, and ensuring that the Board's performance of duties is efficient and achieves the organization's objectives and key goals.

2. Ensuring that all directors participate in promoting an ethical organizational culture and good corporate governance.
 3. Defining Board meeting agendas in consultation with the Chief Executive Officer, and having measures to ensure that important matters are included in the agenda.
 4. Allocating sufficient time for management to propose matters and for directors to thoroughly discuss important issues collectively. Promoting directors to exercise prudent judgment and provide independent opinions.
 5. Fostering good relationships between executive and non-executive directors, and between the Board of Directors and management.
- 3.2.4. In cases where the Chairman of the Board is not an independent director, the Chairman and Chief Executive Officer (CEO) are from the same family, or the Chairman is a member of the executive committee or working group, or has been assigned management responsibilities, the Board of Directors should promote a balance of power between the Board and management, by considering
1. The Board composition consists of more than half independent directors, or
 2. appoint one independent director to co-consider the Board meeting agenda.
- 3.2.5. The Board of Directors shall establish a policy that independent directors serve for a continuous period not exceeding 9 years, without exception, from the date of their initial appointment as independent directors. In cases where an independent director is to be re-appointed, the Board shall reasonably consider the necessity of such appointment.
- 3.2.6. To ensure that important matters are considered in detail and thoroughly, the Board of Directors may consider appointing sub-committees to deliberate on specific issues, filter information, and propose recommendations for consideration before submitting them for the Board's approval.
- 3.2.7. The Board of Directors shall ensure the disclosure of the roles and responsibilities of the Board and sub-committees, the number of meetings and attendance of each director in the past year, and the performance reports of all sub-committees.

Principle 3.3

The Board of Directors is responsible for overseeing transparent and clear processes for the nomination and selection of directors to ensure that the Board comprises individuals with qualifications consistent with the specified composition.

3.3.1 The Board of Directors shall establish a Nomination, Remuneration, and Corporate Governance Committee, of which the majority of members and the chairman should be independent directors.

3.3.2 The Nomination, Remuneration, and Corporate Governance Committee shall arrange meetings to consider criteria and methods for nominating individuals to ensure the Board has a composition of knowledge, appropriate expertise, including considering the individual's background and preparing an opinion for submission to the Board of Directors before presenting it to the shareholders' meeting for the appointment of directors. Additionally, the company shall inform shareholders with sufficient information about the nominated individuals to aid their decision-making.

3.3.3 The Nomination, Remuneration, and Corporate Governance Committee shall review the criteria and methods for director nomination to make recommendations to the Board of Directors before the nomination of directors whose terms have expired. In cases where the Nomination, Remuneration, and Corporate Governance Committee proposes the re-nomination of an existing director, the performance of such director should also be considered.

3.3.4 In cases where the Board of Directors has appointed any person as an advisor to the Nomination, Remuneration, and Corporate Governance Committee, information about such advisor should be disclosed in the annual report, including their independence or absence of conflicts of interest.

Principle 3.4

In proposing director remuneration for shareholder approval, the Board of Directors shall ensure that the remuneration structure and rates are appropriate for the responsibilities and incentivize the Board to lead the organization towards achieving its goals, both Short-term and long-term.

3.4.1 Director remuneration must align with the company's long-term strategy and goals, experience, duties, scope of roles and responsibilities (Accountability and Responsibility), including the expected benefits from each director. This should be comparable to industry practice.

3.4.2 Shareholders must approve the structure and rates of director remuneration. The Board of Directors shall consider each form of remuneration to be appropriate, including fixed remuneration (e.g., regular remuneration), meeting allowances) and performance-based remuneration (e.g., bonuses, gratuities), linked to the value the company creates for shareholders, but not at an excessively high level that would lead to a focus solely on short-term performance.

3.4.3 The Board of Directors shall disclose the policy and criteria for determining director remuneration that reflects each individual's duties and responsibilities, as well as the form and amount of remuneration. The disclosed remuneration amount shall include remuneration received by each director for serving as a director of subsidiaries.

3.4.4 In cases where the Board of Directors has appointed any person as an advisor to the Nomination, Remuneration, and Corporate Governance Committee, information about such advisor should be disclosed in the annual report, including their independence or absence of conflicts of interest.

Principle 3.5

The Board of Directors is responsible for overseeing that all directors are accountable for their duties and allocate sufficient time.

3.5.1 The Board of Directors shall ensure that mechanisms are in place to support directors in understanding their roles and duties.

3.5.2 The Board of Directors shall establish criteria for directors holding positions in other companies, considering the performance efficiency of directors holding multiple directorships and to ensure that directors can dedicate sufficient time to their duties in the company, by limiting the number of listed companies each director can hold positions in to no more than 5 companies.

3.5.3 The Board of Directors shall establish a system for reporting other directorships held by directors and disclose them for public knowledge.

3.5.4 In cases where a director holds a directorship or executive position, or has a direct or indirect interest in another conflicting business, or can use the company's opportunities or information for their own benefit, the Board of Directors must ensure that the company has adequate preventive measures and that shareholders are informed as appropriate.

3.5.5 Each director shall attend no less than 75% of all Board of Directors meetings held during the year, except in cases of necessity.

Principle 3.6

The Board of Directors is responsible for overseeing the establishment of frameworks and mechanisms for governing the policies and operations of subsidiaries and other significantly invested entities, at a level appropriate for each entity, and ensuring that subsidiaries and other invested entities have a consistent understanding.

3.6.1. The Board of Directors shall consider establishing a policy for governing subsidiaries, which includes:

1. The level of appointing individuals as directors, executives, or controlling persons in subsidiaries shall be made by the Board of Directors, unless such company is a small operating arm of the company, in which case the Board of Directors may delegate the Chief Executive Officer to consider the appointment.
2. Define the scope of duties and responsibilities of individuals representing the company according to item (and Ensure that company representatives oversee compliance with subsidiary policies, and in cases where a subsidiary has other co-investors, the Board of Directors shall establish a policy for representatives to act in the best interest of the subsidiary and in alignment with the parent company's policies.

3. Appropriate and sufficiently stringent internal control systems of subsidiaries, and that various transactions comply with relevant laws and regulations.

4. Disclosure of financial position and operating results, related party transactions, acquisition or disposal of assets, other significant transactions, capital increase, capital reduction, dissolution of subsidiaries, etc.

3.6.2. If it is a significant investment in another entity, such as holding voting shares from 20% but not exceeding 50%, and the investment amount or potential additional investment is significant to the company, if necessary, the Board of Directors shall ensure that a Shareholders' Agreement or other agreements are prepared to clarify management authority, participation in important decision-making, and performance monitoring, so that the information can be used for preparing the company's financial statements in accordance with standards and deadlines.

Principle 3.7

The Board of Directors should arrange for annual performance evaluations of the Board, sub-committees, and individual directors, and the evaluation results should be used for further performance development.

3.7.1 The Board of Directors and sub-committees should evaluate their performance at least once a year to allow the Board to collectively review performance and issues for future improvement, and should establish clear criteria for comparing performance.

3.7.2 In performance evaluation, both collective and individual assessments should be conducted, with at least a self-evaluation method, or the Board may consider using a cross-evaluation method as well, and disclose the criteria, procedures, and overall evaluation results in the annual report.

3.7.3 The Board of Directors may consider engaging external consultants to assist in setting guidelines and recommending issues for the evaluation of the Board's performance, and disclose such actions in the annual report.

Principle 3.8

The Board of Directors shall oversee that the Board and each director possess knowledge and understanding of their roles, the nature of the business, and relevant business laws, as well as support all directors in continuously enhancing their skills and knowledge for performing their duties as directors.

3.8.1 The Board of Directors shall ensure that newly appointed directors receive an orientation and useful information for performing their duties, including an understanding of the company's objectives, key goals, vision, mission, organizational values, as well as the nature of the business and its operational guidelines.

3.8.2. The Board of Directors shall ensure that directors receive continuous training and development of necessary knowledge.

3.8.3. The Board of Directors shall understand the laws, regulations, standards, risks, and environment related to business operations, and regularly receive updated information. The Board of Directors shall disclose information on the continuous training and development of the Board in the annual report.

Principle 3.9

The Board of Directors shall ensure that the Board's operations proceed smoothly, that necessary information is accessible, and that there is a Company Secretary with the necessary and appropriate knowledge and experience to support the Board's operations.

3.9.1. The Board of Directors shall arrange for Board meeting schedules and agendas in advance to enable directors to manage their time and attend meetings.

3.9.2. The number of Board meetings shall be determined to be appropriate for the duties and responsibilities of the Board and the nature of the company's business operations, but not less than 4 times per year.

3.9.3. The Board of Directors shall ensure that there is a mechanism for each director, as well as the management, to independently propose matters beneficial to the company for inclusion in the meeting agenda.

3.9.4. Meeting documents shall be sent to directors at least seven days in advance of the meeting, except in urgent cases to protect the company's rights or interests, in which case the meeting may be called by other means and scheduled earlier.

3.9.5. The Board of Directors shall encourage the Chief Executive Officer (CEO) to invite senior executives to Board meetings to provide additional detailed information as directly related to issues and to provide an opportunity to get to know senior executives for succession planning considerations.

3.9.6. The Board of Directors shall have access to additional necessary information from the Chief Executive Officer (CEO), Company Secretary, or other assigned executives within the defined policy scope. In necessary cases, the Board may obtain independent opinions from external consultants or professionals, which shall be considered a company expense.

3.9.7. The Board of Directors may consider establishing a policy for non-executive directors to have the opportunity to meet among themselves as necessary to discuss management issues of interest, without the presence of management, and inform the Chief Executive Officer of the meeting results.

3.9.8. The Board of Directors shall determine the appropriate qualifications and experience for the Company Secretary to perform their duties.

In providing advice on various laws and regulations that the Board of Directors must be aware of, overseeing the management of Board meeting documents, important documents, and Board activities, as well as coordinating the implementation of Board resolutions. Additionally, the Board of Directors shall disclose the qualifications and experience of the Company Secretary in the annual report and on the company's website.

3.9.9. The Company Secretary shall undergo continuous training and development of knowledge beneficial to their duties and In the case of a certified program, the Company Secretary shall also attend such training.

Principle 4: Recruitment and Development of Senior Executives and Human Resource Management.

Principle 4.1

The Board of Directors shall ensure the recruitment and development of the Chief Executive Officer (CEO) and senior executives to possess the necessary knowledge, skills, experience, and attributes to drive the organization towards its goals.

4.1.1 The Board of Directors shall consider or assign the Nomination and Remuneration Committee to consider the criteria and methods for nominating qualified individuals for the position of Chief Executive Officer (CEO).

4.1.2 The Board of Directors shall monitor and ensure the presence of appropriate senior executives, with at least the Nomination Committee and remuneration shall operate as stipulated in its charter, as follows:

1. **CEO considers criteria.** Methods for recruitment and providing opinions on the appointment of individuals to the position of Chief Executive Officer.
2. **C-Level Executives:** together with the Chief Executive Officer (considering criteria, methods for recruitment, and providing opinions on the appointment of individuals to C-Level executive positions).

4.1.3 To ensure business continuity, the Board of Directors shall have a Succession Plan.

to prepare for the succession of the Chief Executive Officer (CEO) and senior executives, which may be assigned to the Nomination and Remuneration Committee for implementation.

4.1.4 The Board of Directors shall promote and support the Chief Executive Officer (CEO) and senior executives in receiving training and development to enhance knowledge and experience beneficial to their work.

4.1.5 The Chief Executive Officer (CEO) and senior executives of the company may hold directorships in other companies, but such directorships must not hinder their performance of duties. Furthermore, they are prohibited from engaging in or participating in businesses of the same nature or in competition with the company's and its subsidiaries' businesses, or becoming partners or directors in other legal entities of the same nature and in competition with the company's and its subsidiaries' businesses, whether for their own benefit or the benefit of others.

Principle 4.2

The Board of Directors shall oversee the establishment of appropriate remuneration structures and performance evaluations.

4.2.1 The Board of Directors shall establish a remuneration structure that incentivizes executives and employees at all levels to perform in alignment with the organization's objectives and key goals, and with the company's long-term interests.

4.2.2 The Board of Directors shall consider and approve the criteria and factors for performance evaluation, as well as approve the remuneration structure for senior executives, and monitor the Chief Executive Officer (CEO) to evaluate senior executives in accordance with such evaluation principles.

Principle 4.3

The Board of Directors shall understand the shareholding structure and relationships that may affect the company's management and operations.

4.3.1 The Board of Directors shall understand the shareholding structure and relationships, which may be in the form of internal family business agreements, whether written or unwritten, shareholder agreements, or policies of the parent company group, all of which affect the power to control the company's management.

4.3.2 The Board of Directors shall ensure that agreements under item 4.3.1 do not hinder the Board's performance of duties, such as having suitable individuals for succession.

4.3.3 The Board of Directors shall ensure the disclosure of information in accordance with various agreements that affect the control of the company.

Principle 4.4

The Board of Directors shall monitor and oversee the management and development of personnel to ensure they possess appropriate knowledge, skills, experience, and motivation.

4.4.1 The Board of Directors shall ensure that human resource management aligns with the organization's direction and strategy, that employees at all levels possess appropriate knowledge, abilities, and motivation, and are treated fairly to retain talented personnel within the organization.

4.4.2 The Board of Directors shall ensure the establishment of a provident fund or other mechanisms to ensure employees have sufficient savings for retirement, and support employees in understanding financial management and selecting investment policies appropriate to their age and risk level.

Principle 5: Responsible Business Operations.

Principle 5.1

The Board of Directors prioritizes and supports actions that create business value alongside benefits for customers or related parties, and demonstrates responsibility towards society and the environment.

5.1.1 The Board of Directors shall prioritize building an organizational culture and ensure that management incorporates it into strategy review, operational development and improvement planning, and performance monitoring.

5.1.2 The Board of Directors shall promote operations to enhance the company's value in response to changing environmental factors.

always, which may include defining the business model, mindset for designing and developing products and services, research, improving production and work processes, as well as collaborating with business partners.

The aforementioned operations should aim to create mutual benefits for the company, customers, business partners, society, and the environment, and should not support inappropriate behavior, illegal activities, or unethical conduct.

Principle 5.2

The Board of Directors shall monitor and oversee that management conducts business with social and environmental responsibility, reflected in the Operational Plan, to ensure that all parts of the organization operate in alignment with the company's objectives, key goals, and strategies.

5.2.1 The Board of Directors shall ensure mechanisms are in place to guarantee that the company conducts business ethically, with social and environmental responsibility, and without violating stakeholder rights, to guide all parts of the

organization in achieving sustainable objectives and key goals, by establishing a business code of conduct policy covering the following matters:

1. Establishing fair remuneration and other benefits, providing welfare no less than legally required or more as appropriate, and ensuring health and safety.
in work, providing training, developing potential, and promoting career advancement, including offering employees opportunities to develop skills in other areas of work.
2. Responsibility towards customers, by complying with relevant laws and standards, and considering health, safety, fairness, customer data protection, after-sales service throughout the product and service lifecycle, monitoring customer satisfaction for product and service development and improvement, as well as responsible advertising, public relations, and sales promotion that does not mislead or exploit customer misunderstanding.
3. Responsibility towards business partners, with procurement processes and contract terms or agreements that are fair, providing knowledge, developing potential, and raising production and service capabilities to meet standards, clarifying and ensuring that business partners respect human rights and treat their own labor in a fair, socially and environmentally responsible, including monitoring, inspecting, and evaluating business partners. to develop sustainable inter-business operations.
4. Responsibility towards creditors: strictly comply with agreed contracts or conditions, including potential obligations and liabilities. In cases where any condition cannot be met or there is a default in debt repayment, creditors must be informed without concealing facts, to jointly consider solutions based on reasonableness. The company shall operate efficiently and effectively to ensure sustainable growth and a stable financial position, building confidence among creditors.
5. Fair competition, by conducting business openly and transparently, and not creating unfair competitive advantages.
6. Responsibility towards the community, by utilizing business knowledge and experience to develop projects that can concretely benefit the community, with monitoring and measurement of progress and long-term success.
7. Environmental responsibility, by preventing, reducing, managing, and ensuring that the company does not create or cause negative environmental impacts, covering the use of raw materials, energy consumption, water usage, use of renewable resources, discharge and management of waste generated from business operations, greenhouse gas emissions, etc.
8. Government agencies and regulatory bodies strictly comply with laws, regulations, rules, and ordinances of relevant government agencies and regulatory bodies.
9. Anti-corruption and bribery, by complying with relevant laws and standards and requiring the company to have and publicly announce an anti-corruption and bribery policy. The company may consider joining networks for anti-corruption and bribery, and support other companies and business partners in having and announcing anti-corruption and bribery policies, as well as joining such networks.

Principle 5.3

The Board of Directors shall monitor and oversee that management allocates and manages resources efficiently and effectively to achieve objectives and key goals sustainably.

5.3.1 The Board of Directors shall recognize the necessity of resources to be used, as well as acknowledge that the use of each type of resource has interconnected impacts.

5.3.2 The Board of Directors shall recognize that different business models result in different impacts on resources. Therefore, when deciding on a business model, the impacts and cost-effectiveness on resources should be considered, while remaining based on ethics, responsibility, and sustainable value creation for the company.

5.3.3 The Board of Directors shall ensure that, in achieving the company's objectives and key goals, management reviews, develops, and oversees the efficient and effective use of resources, always considering changes in internal and external factors.

Principle 5.4

The Board of Directors shall establish an enterprise-level information technology governance and management framework that aligns with the company's needs, and ensure the utilization of information technology to enhance business opportunities, develop operations, and manage risks, enabling the company to achieve its objectives and key goals.

5.4.1 The Board of Directors shall establish a policy on the allocation and management of information technology resources, covering the allocation of sufficient resources for business operations and the establishment of guidelines to address situations where resources cannot be allocated sufficiently as specified.

5.4.2 The Board of Directors shall ensure that the organization's risk management covers the management of information technology risks as well.

5.4.3 The Board of Directors shall establish policies and measures for information system security.

The enterprise-level information technology governance and management framework includes:

1. The company has complied with laws, regulations, rules, and various standards related to the use of information technology.
2. The company has a data security system for maintaining confidentiality (maintaining Reliability (and availability of information), including preventing misuse of information or unauthorized alteration of data.
3. The company has considered information technology risks and has measures to manage such risks in various areas, such as Business Continuity Management, Incident Management affecting information system security, Information Asset Management, etc.
4. The company has considered the allocation and management of information technology resources, establishing criteria and factors for prioritizing IT plans, such as suitability and alignment with strategic plans, impact on business operations, urgency of use, IT budget and human resources, and consistency with the business model, etc.

Principle 6: Ensure appropriate risk management and internal control systems.

Principle 6.1

The Board of Directors shall oversee to ensure that the company has effective risk management and internal control systems to achieve its objectives and complies with relevant laws and standards.

6.1.1 The Board of Directors shall understand the company's significant risks and approve acceptable risk levels.

6.1.2 The Board of Directors shall consider and approve a risk management policy that aligns with the company's objectives, key goals, strategies, and acceptable risk levels, to serve as a framework for risk management processes for everyone in the organization to follow a consistent direction. The Board shall prioritize early warning signs and ensure regular review of the risk management policy.

6.1.3 The Board of Directors shall ensure that the company identifies risks, considering both external and internal organizational factors that may prevent the company from achieving its stated objectives. The main risks that the Board will focus on may be categorized into Strategic Risk, Operational Risk, Financial Risk, and Compliance Risk, etc.

6.1.4 The Board of Directors shall ensure that the company assesses the impacts and opportunities arising from identified risks to prioritize risks and implement appropriate risk management methods.

6.1.5 The Board of Directors may assign the Risk Management Committee or the Audit Committee to screen items 6.1.1 - 6.1.4 before submitting them for the Board's consideration.

6.1.6 The Board of Directors shall regularly monitor and evaluate the effectiveness of risk management.

6.1.7 The Board of Directors is responsible for ensuring that the company conducts business in compliance with relevant national and international laws and standards.

6.1.8 In cases where the company has subsidiaries or other significantly invested entities (e.g., holding voting shares from 20% but not exceeding 50%), the Board of Directors shall incorporate the results of the internal control and risk management system assessments into its consideration under items 6.1.1 - 6.1.7.

Principle 6.2

The Board of Directors shall establish an Audit Committee that can perform its duties effectively and independently.

6.2.1 The Board of Directors shall establish an Audit Committee comprising at least 3 directors, all of whom must be independent directors, and possess qualifications and duties in accordance with the criteria of the Securities and Exchange Commission and the Stock Exchange of Thailand.

6.2.2 The Board of Directors shall define the duties of the Audit Committee in writing within the Audit Committee Charter, which includes the following duties:

1. Review that the company's financial reporting is accurate and complete.
2. Review that the company has appropriate and effective internal control and internal audit systems.
3. Review that the company complies with relevant laws and standards.
4. Consider the independence of the internal audit unit, as well as approve
Consideration of appointment, transfer, or termination of the head of the internal audit unit or any other unit responsible for internal audit.
5. Consider, select, and propose independent individuals to serve as auditors, and consider proposing their remuneration, as well as meet with the auditors at least once a year without management present.
6. Consider related party transactions or transactions that may involve conflicts of interest to ensure compliance with relevant laws, that such transactions are reasonable, and are in the best interest of the company.
7. Review the accuracy of reference documents and self-assessment forms regarding the company's anti-corruption measures under the Collective Action Against Corruption project of the Thai private sector.

6.2.3 The Board of Directors shall ensure that the company provides mechanisms or tools to enable the Audit Committee to access necessary information for performing its assigned duties, such as facilitating the Audit Committee to summon relevant persons for information, consulting with auditors, or seeking independent opinions from other professional advisors to support the Audit Committee's consideration. The Board of Directors shall arrange for an independent internal audit person or unit responsible for developing and reviewing the effectiveness of the risk management and internal control systems, and report to the Audit Committee and disclose the review report in the annual report.

6.2.4 The Audit Committee must provide an opinion on the adequacy of the risk management and internal control systems and disclose it in the annual report.

Principle 6.3

The Board of Directors shall monitor, oversee, and manage potential conflicts of interest between the company and its management, the Board of Directors, or shareholders, including preventing the improper use of the company's assets, information, and opportunities, and engaging in transactions with related parties in an inappropriate manner.

6.3.1 The Board of Directors shall oversee the establishment of a data security system, including policies and practices for confidentiality, integrity, and availability of information, as well as the management of market-sensitive information. Additionally, the Board of Directors shall ensure that directors, senior executives, employees, and relevant external parties, such as legal advisors and financial advisors, comply with the data security system.

6.3.2 The Board of Directors shall ensure the management and monitoring of transactions that may involve conflicts of interest, as well as ensure guidelines and practices are in place for such transactions to comply with legal procedures and disclosure requirements, and primarily serve the best interests of the company and its shareholders, with interested parties not participating in decision-making.

6.3.3 The Board of Directors shall establish a requirement for directors to report conflicts of interest at least before considering Board meeting agenda items and record them in the Board meeting minutes. The Board of Directors shall ensure that directors with significant conflicts of interest, in a manner that may prevent them from providing independent opinions, abstain from participating in the discussion of that agenda item.

Principle 6.4

The Board of Directors shall oversee the establishment of clear anti-corruption policies and practices, and communicate them at all organizational levels and to external parties for effective implementation, including supporting activities that promote and instill in all employees compliance with relevant laws and regulations.

Principle 6.5

The Board of Directors shall oversee that the company has mechanisms for receiving complaints and handling whistleblowing cases.

6.5.1 The Board of Directors shall oversee the establishment of mechanisms and processes for managing stakeholder complaints and ensure the provision of convenient and multiple channels for receiving complaints, as well as disclose complaint channels on the website or in the annual report.

6.5.2 The Board of Directors shall ensure clear policies and guidelines for whistleblowing, by establishing channels for reporting through the company's email, or via the Internal Audit Coordinator, or the Company's Audit Committee Secretary, as well as having a review process.

6.5.3 The Board of Directors shall ensure appropriate protective measures for whistleblowers who report in good faith.

Principle 7: Maintain financial credibility and information disclosure.

Principle 7.1

The Board of Directors is responsible for ensuring that the financial reporting system and the disclosure of important information are accurate, sufficient, timely, and in compliance with relevant regulations, standards, and practices.

7.1.1 The Board of Directors shall ensure that personnel involved in preparing and disclosing information possess appropriate knowledge, skills, and experience for their responsibilities, and are sufficient in number. Such personnel include the Chief Accounting and Financial Officer, accountants, internal auditors, the Company Secretary, and investor relations officers.

7.1.2 In approving information disclosure, the Board of Directors shall consider relevant factors, and in the case of financial reports, shall consider at least the following factors:

1. Results of the assessment of the adequacy of internal control systems.
2. Auditor's opinion on financial reports, and auditor's observations on internal control systems, as well as auditor's observations through other communication channels (if any).
3. Opinion of the Audit Committee.
4. Consistency with the company's objectives, key goals, strategies, and policies.

7.1.3 The Board of Directors shall ensure that information disclosure, including financial statements, Annual Information Statement / Annual Report (Form 56-1 One Report), adequately reflects the financial position and operating results, and supports the company in preparing Management Discussion and Analysis (MD&A) to accompany quarterly financial statement disclosures. This is to enable investors to receive information and better understand changes in the company's financial position and operating results each quarter, beyond just the figures in the financial statements.

7.1.4 In cases where the disclosure of any item specifically concerns a particular director, that director shall ensure the completeness and accuracy of their own disclosure, such as information on their group's shareholding, or disclosure related to their group's Shareholders' Agreement.

Principle 7.2

The Board of Directors shall monitor and oversee the adequacy of financial liquidity and debt repayment ability.

7.2.1 The Board of Directors shall ensure that management monitors and evaluates the company's financial position and reports to the Board regularly, with the Board and management jointly seeking prompt solutions if there are early indications of financial liquidity problems and debt repayment ability.

7.2.2 In approving any transaction or proposing an opinion for shareholder approval, the Board of Directors shall ensure that such transaction does not affect the continuity of operations, financial liquidity, or debt repayment ability.

Principle 7.3

In situations where the company faces financial problems or is likely to face them, the Board of Directors shall ensure that the company has a plan to resolve the problems or other mechanisms to address financial issues, while considering the rights of stakeholders.

7.3.1 In cases where the company is likely to be unable to repay debts or faces financial problems, the Board of Directors shall closely monitor and ensure that the company conducts business prudently and complies with disclosure requirements.

7.3.2 The Board of Directors shall ensure that the company establishes a financial problem resolution plan, considering fairness to stakeholders, including creditors, and monitors problem resolution, with management reporting status regularly.

7.3.3 The Board of Directors shall ensure that any decision-making in resolving the company's financial problems, by whatever means, must be reasonable.

Principle 7.4

The Board of Directors shall consider preparing a sustainability report as appropriate.

7.4.1 The Board of Directors shall consider the appropriateness of disclosing information on legal compliance, ethical conduct, anti-corruption policy, treatment of employees and stakeholders, including fair treatment and respect for human rights, as well as social and environmental responsibility, taking into account nationally or internationally accepted reporting frameworks. Such information may be disclosed in the annual report or prepared as a separate volume as deemed appropriate by the company.

7.4.2 The Board of Directors shall ensure that disclosed information is significant and reflects practices that will lead to sustainable value creation for the company.

Principle 7.5

The Board of Directors shall oversee that management establishes an investor relations unit or person responsible for communicating with shareholders and other stakeholders, such as investors and analysts, in an appropriate, equitable, and timely manner.

7.5.1. The Board of Directors shall establish a Communication Policy and a Disclosure Policy to ensure that communication and disclosure of information to external parties are appropriate, equitable, timely, utilize suitable channels, protect confidential information and information affecting securities prices, and that there is consistent understanding throughout the organization in adhering to such policies.

7.5.2 The Board of Directors shall ensure the designation of persons responsible for providing information to external parties, who are suitable for the role, understand the company's business, including its objectives, key goals, values, and can communicate effectively with the capital market.

7.5.3 The Board of Directors shall ensure that management sets the direction and supports investor relations work, such as establishing guidelines for providing information, insider trading policies, and clearly defining the duties and responsibilities of investor relations, to ensure effective communication and information disclosure.

Principle 7.6

The Board of Directors shall promote the use of information technology for disseminating information.

7.6.1 In addition to disseminating information according to prescribed criteria and through the channels of the Stock Exchange of Thailand, the Board of Directors shall consider disclosing information in both Thai and English through other channels, such as the company's website, on a regular basis, and presenting up-to-date information.

The company shall disclose at least the following information on its website:

1. Company's vision, mission, and values.
2. Nature of the company's business operations.
3. Names of Board of Directors and Executives.
4. Financial statements and reports on financial position and operating results, both current and previous year's.
5. Annual Information Statement / Annual Report (Form 56-1 One Report) available for download.
6. Information or other documents presented by the company to analysts, fund managers, or various media.
7. Direct and indirect shareholding structure.
8. Major shareholder groups.

9. Shareholding of directors, major shareholders, senior executives.
10. Notice of Ordinary and Extraordinary Shareholders' Meetings.
11. Company's articles of association, memorandum of association.
12. Company's corporate governance policies and important policies or charters, such as the Board of Directors Charter and sub-committee charters, business code of conduct, anti-corruption policy, risk management policy, etc.
13. Contact information for departments or complaints, or persons responsible for investor relations, or the Company Secretary, such as the name of the person who can provide information, telephone number, email.

Principle 8: Support shareholder participation and communication.

Principle 8.1

The Board of Directors shall ensure that shareholders participate in important company decisions.

The company's operational direction has been considered and/or approved by shareholders, with important matters included as agenda items for the shareholders' meeting.

8.1.2 The Board of Directors shall support shareholder participation, such as:

1. Establishing criteria for minority shareholders to propose additional agenda items in advance of the shareholders' meeting. The Board of Directors shall consider including matters proposed by shareholders as agenda items. If the Board rejects a matter proposed by shareholders for inclusion in the agenda, the Board must inform the shareholders' meeting of the reasons.
2. Criteria for minority shareholders to nominate individuals for directorships.

The Board of Directors shall ensure that such criteria are disclosed to shareholders in advance.

8.1.3 The Board of Directors shall ensure that the notice of the shareholders' meeting contains accurate, complete, and sufficient information for shareholders to exercise their rights.

8.1.4 The Board of Directors shall ensure that the notice of the shareholders' meeting, along with relevant documents, is sent and published on the company's website at least 14 days before the meeting date.

8.1.5 The Board of Directors shall provide shareholders with the opportunity to submit questions in advance of the meeting, by establishing guidelines for advance submission of questions and publishing such guidelines on the company's website.

8.1.6 The notice of the shareholders' meeting and related documents shall be prepared in English in their entirety and published along with the Thai version.

The notice of the shareholders' meeting shall contain the following statements:

1. Date, time, and venue of the shareholders' meeting.
2. Agenda items, specifying whether they are for acknowledgment or approval, and clearly divided into separate matters, e.g., for director-related agenda items, the election of directors and approval of director remuneration are separated into individual items.
3. Objectives and reasons, and the Board's opinion on each proposed agenda item, including
 - a. *Agenda item for dividend payment approval.* - Dividend payment policy, proposed dividend rate along with reasons and supporting information. In cases where a dividend suspension is proposed, explain the reasons and provide supporting information.
 - b. *Agenda item for director appointment.* - Specify name, age, educational and work history, number of listed companies and general companies where they hold directorships, criteria and methods for nomination, type of director proposed, and in the case of re-nomination of an existing director, provide information on meeting attendance in the past year and the date of appointment as a company director.
 - c. *Agenda item for director remuneration approval.* - Policies and criteria for determining remuneration for each director position.
 - d. *Agenda item for auditor appointment.* - Auditor's name, affiliated firm, work experience, independence of the auditor, audit fees, and other services fees.

4. Proxy form as prescribed by the Ministry of Commerce.

5. Other meeting supporting information, such as voting procedures, counting and announcing vote results.

Voting rights of each share type, information of independent directors proposed by the company as proxies for shareholders, documents shareholders must present before attending the meeting, proxy documents, and a map of the meeting venue, etc.

Principle 8.2

The Board of Directors shall ensure that the proceedings of the shareholders' meeting are orderly, transparent, efficient, and facilitate shareholders in exercising their rights.

8.2.1 The Board of Directors shall determine the date, time, and venue of the meeting, considering the convenience and safety of shareholders attending, such as appropriate and sufficient meeting duration for discussion, and a meeting venue convenient for travel, etc.

8.2.2 The Board of Directors shall ensure that no actions are taken to unduly restrict shareholders' opportunities to attend meetings or impose excessive burdens on them, such as not requiring shareholders or proxies to present documents or identification beyond what is stipulated in the guidelines of relevant regulatory bodies.

8.2.3 The Board of Directors shall promote the use of technology in shareholders' meetings, including shareholder registration, vote counting, and result display, to ensure that meeting procedures are fast, accurate, and precise.

8.2.4 The Chairman of the Board shall preside over the shareholders' meeting, with the duty to ensure that the meeting complies with relevant laws, regulations, and the company's articles of association, allocate appropriate time for each agenda item specified in the notice of meeting, and provide shareholders with the opportunity to express opinions and ask questions related to the company at the meeting.

8.2.5 To enable shareholders to participate in important decisions, directors, as attendees and shareholders, should not unnecessarily support the addition of unannounced agenda items, especially important items that require shareholders to study information before making a decision.

8.2.6 Encourage all directors and relevant executives to attend the meeting so that shareholders can ask questions on various related issues.

8.2.7 Before the start of the meeting, the company shall inform shareholders of the number and proportion of shareholders attending in person and by proxy, the meeting procedures, voting, and vote counting.

8.2.8 In cases where an agenda item contains multiple matters, the Chairman of the meeting shall arrange for separate voting on each matter, e.g., shareholders exercising their right to appoint directors individually during the director appointment agenda item.

8.2.9 The Board of Directors shall support the use of voting cards for important agenda items and promote the presence of independent persons to count or verify votes at the meeting, and disclose the results of votes for, against, and abstentions for each agenda item to the meeting, as well as record them in the minutes of the meeting.

Principle 8.3

The Board of Directors shall ensure that the disclosure of meeting resolutions and the preparation of shareholders' meeting minutes are accurate and complete.

8.3.1 The Board of Directors shall ensure that the company discloses the resolutions of the shareholders' meeting, along with voting results, on the next business day, through the news system of the Stock Exchange of Thailand and on the company's website.

8.3.2 The Board of Directors shall ensure that a copy of the shareholders' meeting minutes is submitted to the Stock Exchange of Thailand within 14 days from the date of the shareholders' meeting.

8.3.3 The Board of Directors shall ensure that the minutes of the shareholders' meeting record at least the following information:

1. Names of directors and executives attending the meeting, and the proportion of directors attending and not attending the meeting.

2. Voting and vote counting methods, meeting resolutions, and voting results (approve, disapprove, abstain) for each agenda item.
3. Questions and answers at the meeting, including the names of the questioner and the answerer.

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, Other guidelines related to the board of directors

Nomination of directors

The Nomination and Remuneration Committee considers, selects, and nominates individuals with suitable qualifications in terms of experience, knowledge, and abilities that would benefit the company and are worthy of being proposed as directors, independent directors, or audit committee members, to be submitted to the Board of Directors' meeting and the shareholders' meeting for consideration and appointment in accordance with the company's articles of association. In nominating directors, the company considers the composition of the Board according to the Board Skill Matrix approved by the Board of Directors, to assess the necessary qualifications, knowledge, skills, and experience of the directors to be nominated, so that the composition of the Board of Directors aligns with the business group's business strategy. Additionally, a Director Pool database is used in considering new director nominations. The Nomination and Remuneration Committee, which defines the scope of authority, duties, and responsibilities, including the nomination and selection of directors, is as follows:

Nomination Aspect

1. Establish criteria and policies for the nomination of company directors and sub-committee members, considering the appropriateness of the number, structure, and composition of the Board. Define qualifications for directors to be proposed to the Board of Directors and/or submitted for approval at the shareholders' meeting, as the case may be.
2. Consider, select, and propose suitable individuals for positions as directors whose terms have expired, and/or whose positions have become vacant, and/or for additional appointments, as the case may be.
3. Consider and nominate the Chairman of the Board and the Chief Executive Officer.
4. Perform any other nomination-related operations as assigned by the Board of Directors.

Qualifications of the Board of Directors

1. Directors must possess qualifications and not have prohibited characteristics as stipulated in the Public Limited Company Act B.E. 2535, and must not exhibit characteristics indicating a lack of suitability to be entrusted with managing a public company, as announced by the Securities and Exchange Commission.
2. Be a person of virtue, ethics, and good work history.
3. Possess knowledge or experience in business administration, finance, accounting, or other fields deemed appropriate by the Board of Directors.
4. Can attend all Board of Directors' meetings and shareholders' meetings, except in cases of necessity or force majeure.
5. The Board of Directors recognizes the efficiency 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 later.

The company has directors who hold directorships in more than 5 listed companies.

- None

Scope of Authority and Responsibilities of the Board of Directors

With key details of the scope, authority, duties, and responsibilities as follows:

1. Possess diverse knowledge, abilities, skills, and expertise, leadership qualities, and experience beneficial to business operations, with dedication and business ethics.
2. Perform duties with responsibility, due care, integrity, and diligence in safeguarding the company's interests, and in compliance with laws, objectives, and articles of association of the company, as well as resolutions of shareholders' meetings, including regulations of the Stock Exchange of Thailand and the Securities and Exchange Commission, in accordance with good corporate governance principles.
3. Responsible for defining the company's vision, policies, and operational direction, and for overseeing and controlling management to ensure operations are conducted efficiently and effectively in accordance with established policies, to maximize economic value for shareholders and achieve sustainable growth.
4. Establish policies, goals, plans, business strategies, and annual budgets.
5. Control, supervise, and oversee that management operates efficiently in accordance with established policies and budgets.
6. Consistently responsible to shareholders, operating to protect shareholders' interests, and disclosing material information to investors accurately, completely, with high standards, and transparently.
7. Evaluate performance and determine remuneration for directors and senior executives.
8. Responsible for the performance and duties of management, with diligence and care in operations.
9. Oversee the establishment of clear and measurable business objectives to serve as guidelines for setting operational goals, considering feasibility and reasonableness.
10. Oversee that business operations and work are conducted ethically.
11. Oversee that the management has an appropriate and effective risk management system.
12. Consider and decide on significant matters such as policies and business plans, large investment projects, management authority, acquisition or disposal of assets, and any other matters prescribed by law.
13. Define the authority and approval levels for transactions and various operations related to the company's work for committees or individuals as appropriate, and in compliance with relevant legal provisions, by preparing an operational authority manual and reviewing it at least once a year.
14. Ensure reliable accounting systems, financial reporting, and auditing, as well as oversee the process for assessing the adequacy of internal controls.
15. Ensure the company has effective internal control and internal audit systems.
16. The Company shall convene the Annual General Meeting of Shareholders (AGM) within four months from the end of each fiscal year.
17. Approve the proposal for the appointment of auditors and consider the annual audit fees, to be submitted to shareholders for consideration and approval of the appointment.
18. Report the Board's responsibility in preparing financial statements, presented alongside the auditor's report in the annual report, and covering important matters in accordance with the good practice policy for directors of listed companies on the Stock Exchange of Thailand.
19. Possess the authority to appoint, assign, or recommend sub-committees or working groups to consider or perform any matter deemed appropriate by the Board of Directors.
20. Oversee the operations of various sub-committees to ensure compliance with their established charters.
21. Possess the authority to consider and approve any matters necessary and related to the company, or deemed appropriate for the company's benefit.

22. Appoint one or more directors or other persons to act on behalf of the Board of Directors. However, such delegation of authority must not grant the delegate the power to approve transactions in which such person or a person who may have a conflict of interest (person who may have a conflict of interest shall have the meaning as defined in the announcements of the Securities and Exchange Commission) has an interest or may have any other conflict of interest with the company or its subsidiaries, unless the following matters are approved by the shareholders' meeting beforehand.

- Matters requiring resolution from the shareholders' meeting as prescribed by law.
- Transactions in which a director has an interest and which are required by law or Stock Exchange regulations to be approved by the shareholders' meeting.
- Furthermore, in the following cases, approval must be obtained from the Board of Directors' meeting and the shareholders' meeting with votes of not less than three-fourths of the total votes of shareholders attending the meeting and entitled to vote.
 - Sale or transfer of all or a significant part of the company's business to another person.
 - Acquisition or transfer of business from other public companies or private companies to the company.
 - Entering into, amending, or terminating contracts concerning the lease of all or a significant part of the company's business, assigning others to manage the company's business, or merging businesses with others with the objective of sharing profits and losses.
 - Issuance of new shares to repay the Company's creditors under a debt-to-equity conversion scheme
 - Reduction of the company's registered capital by reducing the number of shares or reducing the par value of shares.
 - Capital increase, capital reduction, issuance of debentures, merger, or dissolution of the company.
 - Any other matters as prescribed by law.

However, in any matter where a director has an interest or a conflict of interest with the company or its subsidiaries, the director with such an interest or conflict of interest shall not be entitled to vote on that matter.

23. The Board of Directors must conduct self-assessment and overall performance assessment.

In addition, the Board of Directors has the scope of duties to oversee the company's compliance with securities and exchange laws, and Stock Exchange regulations, such as connected transactions, acquisition or disposal of assets, in accordance with the rules of the Stock Exchange of Thailand or the announcements of the Securities and Exchange Commission, the Capital Market Supervisory Board, or laws related to the company's business.

24. Responsible for establishing policies and overseeing that the company has an effective anti-corruption system to ensure that management is aware of and prioritizes the implementation of such policies, as well as fostering anti-corruption concepts and behaviors as part of the organizational culture, with the Board of Directors strictly adhering to and implementing anti-corruption measures.

Election of Company Directors and Terms of Office

The election of the company's directors shall be conducted by the shareholders' meeting, in accordance with the following principles:

1. One shareholder has voting rights equal to 1 share per 1 vote.
2. In the election of directors, voting may be conducted for individual directors one at a time or for several at a time, as the shareholders' meeting deems appropriate. However, in each resolution, shareholders must cast all their votes as per item 1 and cannot divide their votes among candidates. Therefore, shareholders cannot split their votes in the election of directors to give more or less to any person, as per Section 70, paragraph one of the Public Limited Company Act (NON-CUMULATIVE VOTING only).
3. In voting for the election of directors, a majority vote shall be used. In the event of a tie, the chairman of the meeting shall cast the deciding vote.
4. When any director resigns from office, they may submit their resignation letter to the registrar.
5. At the time the Board of Directors passes a resolution, the quorum must consist of not less than two-thirds of the total number of directors.

At every annual general meeting, one-third of the directors shall retire from office. If the number of directors cannot be divided exactly into three parts, the number nearest to one-third shall retire. A director who retires by rotation may be re-elected. For the first and second years after the company's registration, directors who are to retire shall be determined by drawing lots. For subsequent years, the director who has been in office for the longest period shall retire. In the event that a director's position becomes vacant for reasons other than retirement by rotation, and the remaining term is not less than 2 months, the Board of Directors shall elect a director to fill the vacant position at the next Board of Directors' meeting. A person appointed as such director shall hold office only for the remaining term of the director they replace.

A director who vacates office may be re-elected. In addition to vacating office by rotation, a director vacates office when:

- (a) Death
- (b) Resigns
- (c) Lacks qualifications or possesses prohibited characteristics under the Public Limited Company Act.
- (d) The meeting resolves to remove them.
- (e) The court orders removal.

A shareholders' meeting may resolve to remove any director from office before their term expires, by a vote of not less than three-fourths of the total number of shareholders attending the meeting and entitled to vote, and holding shares totaling not less than one-half of the total number of shares held by shareholders attending the meeting and entitled to vote.

Board of Directors' Meetings

1. The Board of Directors must hold meetings to acknowledge the company's operational results at least once every 3 months. In meetings, directors must express their opinions and exercise independent judgment. Directors should attend all meetings, except in cases of force majeure, which must be notified to the company secretary in advance. The company must report the number of Board meetings attended in its annual report. For each Board meeting, to ensure all directors are informed in advance, the company secretary must send a meeting invitation to all directors, specifying the date, time, venue, and agenda, at least 7 days in advance. The secretary is also responsible for collecting meeting documents from directors and management to distribute to the Board in advance, and these documents must provide sufficient information for the Board's independent decision-making and judgment. The company secretary must record the key points of the meeting to prepare comprehensive and complete meeting minutes within 15 days from the end of the meeting, to be submitted for the Chairman of the Board's signature, and must ensure a good storage system that is easy to retrieve and maintains confidentiality.
2. A director who has an interest in any matter shall not be entitled to vote on that matter.
3. Resolutions of the Board of Directors meeting shall be determined by a majority vote. In the event of a tie, the Chairman of the meeting shall have a casting vote. Any dissenting opinions of directors who do not agree with the resolution shall be recorded in the minutes of the meeting.

Note: Details of relevant directors' profiles appear in Annex 1, and details of the Board of Directors' charter appear in Annex 5.

Roles and Responsibilities of the Chairman of the Board

The crucial role of the Chairman of the Board is to ensure efficiency in defining the mission and setting the direction and strategies for the company's success. The Chairman is a leader and plays a significant role in enabling the Board of Directors to function effectively. The key roles of the Chairman are as follows:

1. The Chairman of the Board is independent of management and does not interfere with the normal daily management operations, with clear segregation of roles and responsibilities.
2. Oversee the efficient performance of the Board's duties, providing support and guidance.

Management's operations shall be conducted within the scope of authority granted by the Board of Directors.

3. Responsible as the leader of the Board of Directors for overseeing and monitoring the company's operations to achieve objectives in accordance with established policies.
4. Approve the arrangement of the Board of Directors' meeting agenda in consultation with the Chief Executive Officer.
5. Preside over Board of Directors' meetings and shareholders' meetings, and set meeting agendas in conjunction with directors, management, and the company secretary.
6. Cast the deciding vote in meetings.
7. Stipulate the composition, size, and structure of the Board of Directors to achieve a balance between executive directors and independent directors.
8. Stipulate that the Board of Directors shall be established, composed, and operate appropriately.
9. Ensure efficient operation of the Board of Directors in accordance with the highest standards of good corporate governance principles.
10. Ensure the Board of Directors receives accurate, timely, and sufficient information for Board meetings.
11. Establish effective channels for communication among the Board of Directors, management, and shareholders.
12. Provide independent advisors to management and the Board of Directors.
13. Appoint a company secretary to support the activities of the Board of Directors.
14. Perform any other duties as prescribed by law.

Information on the roles and responsibilities of the Chief Executive Officer.

Scope of Authority and Responsibilities of the Chief Executive Officer

With key details as follows:

1. Responsible for overseeing, managing, and/or administering the company's daily operations, including overall operational supervision, to ensure compliance with policies, business strategies, operational goals and plans, financial targets, and budgets approved by the Board of Directors and/or resolutions of shareholders' meetings.
2. Prepare business plans and define management authority, as well as prepare budgets for business operations and annual expenditure budgets, to be submitted to the Board of Directors for approval and to report progress according to the plans. and the approved budget to the Board of Directors.
3. Define the organizational structure, management methods, including selection, training, hiring, and termination of employees, and determine wage rates, salaries, remuneration, bonuses, and various welfare benefits for employees.
4. Monitor and report on the company's financial status, and propose alternatives and strategies consistent with policies and market conditions.
5. Oversee and control various operational aspects of the company, such as finance, risk management, internal control, operational tasks, various support functions, and human resources.
6. Represent the company and have the authority to delegate contact with government agencies and other regulatory bodies.
7. Oversee communication with the public, shareholders, customers, and employees to maintain the company's good reputation and image.
8. Oversee that the company's operations adhere to good corporate governance principles, provide advice and support for ESG (Environment, Social, Governance) practices, define vision and promote a culture of sustainability, allocate resources appropriately, continuously monitor performance, and foster good relationships with all stakeholder groups of the company.
9. Possess the authority to issue, amend, supplement, revise regulations, orders, and rules concerning the company's operations, such as recruitment, appointment, removal, and discipline of employees and workers, determination of salaries and other payments, as well as various welfare and benefits.
10. Consider, negotiate, and approve the execution of legal acts, contracts, and/or any operations related to the company's daily operations and/or management, within the limits approved by the Board of Directors according to the company's approval authority matrix.

11. Possess any authority, duties, and responsibilities as assigned or delegated by the Board of Directors, with the power to sub-delegate and/or assign specific tasks to other persons. Such sub-delegation and/or assignment shall be within the scope of authority granted by the power of attorney and/or in accordance with the regulations, requirements, or orders established by the company's Board of Directors.

However, the delegation of duties and responsibilities to the Chief Executive Officer must not constitute a delegation of authority or sub-delegation that allows the Chief Executive Officer or their delegate to approve transactions in which they or a person who may have a conflict of interest (as defined in the announcements of the Securities and Exchange Commission or the Capital Market Supervisory Board) may have an interest or receive any benefit, or may have any other conflict of interest with the company or its subsidiaries, unless such approval is for transactions in accordance with policies and criteria approved by the shareholders' meeting or the Board of Directors.

Approval and Command Authority Manual of Genesis Fertility Center Public Company Limited.

Objective:

1. To distribute responsibilities, decision-making authority, and command according to assigned duties.
2. To ensure that employees are aware of their scope of responsibilities and authorities.
3. To be used as an operational manual, with supporting evidence and systematic procedures.

Principle:

1. Delegation of Operational Authority
 - 1.1. The Board of Directors delegates authority to assigned individuals or groups, and these assigned individuals or groups may further delegate authority to employees, as deemed appropriate by the Board of Directors or the Chief Executive Officer.
 2. Establishment/Amendment of the Operational Authority Manual
 3. Exercise of Operational Authority
 4. Types of operational authority are divided into 2 categories:
 - 4.1. General Operational Authority
 - 4.2. Specific Operational Authority
 - 4.3. Specified Operational Authority
 - 4.4. Any authority conflicting with general operational authority shall prioritize the operational authority.

Determination of director remuneration

The Board of Directors sets the remuneration for directors and executives at an appropriate level and at a rate sufficient to retain qualified directors and executives, without excessive compensation being paid, and at a level comparable to companies in the same industry group. Factors considered include experience, duties, scope, roles, and responsibilities.

Consideration of Remuneration for Directors and the Chief Executive Officer

In determining the remuneration for the company's directors, sub-committee members, and the Chief Executive Officer, the following guidelines shall be considered for setting remuneration:

1. The Board of Directors is responsible for determining the remuneration of the company's directors, sub-committee members, and the Chief Executive Officer (CEO). This determination is made by considering their duties, responsibilities, performance, the company's business type/size, and the expected benefits from each individual. Such remuneration must be at an appropriate level, sufficient to attract and retain qualified personnel, by comparing with companies in similar businesses. Furthermore, the type of remuneration, payment methods, and appropriate amount of remuneration must also be considered.
2. Should there be a proposal to adjust the remuneration rate of the Chief Executive Officer (CEO), the Board of Directors shall be responsible for considering and approving such item.
3. The consideration of remuneration for the company's directors and sub-committee members shall be submitted to the Shareholders' Meeting for annual consideration and approval.

Independence of the board of directors from the management

The Chairman of the Board is independent from management and does not interfere in the day-to-day operations of management, with clearly defined roles and responsibilities.

At the Board of Directors Meeting No. 9/2025, held on 10 November 2025, upon the recommendation of the independent directors, Asst. Prof. Dr. Sansakrit Vijitlekarn was appointed as the Lead Independent Director for the Independent Directors Meeting without management participation No. 1/2025, held on 10 November 2025, and the Independent Directors Meeting without management participation No. 2/2025, held on 11 December 2025. The Lead Independent Director plays an important role in supporting the Board's duties in accordance with good corporate governance principles and ensuring the fair treatment of all stakeholders.

In this regard, the Lead Independent Director is appointed on a meeting-by-meeting basis and is assigned the following duties and responsibilities:

1. To chair meetings of independent directors and act as a representative of independent directors in discussions with the Chairman and management on governance matters and other significant issues as deemed appropriate by independent directors.
2. To convene meetings of independent directors at least once a year, with the authority to invite management or relevant persons to attend and provide clarification or information as necessary.
3. To act as a key coordinator between the Chairman, independent directors, and the Chief Executive Officer (CEO) on matters relating to the Board.
4. To work jointly with the Chairman and the CEO in setting the Board meeting agenda, ensuring that significant matters are properly included for consideration and acknowledgment by the Board, including meetings held without executive directors present.

Director development

Director and Executive Development

The Company clearly defines a policy for developing the potential of its directors, aiming to ensure that directors possess the knowledge, abilities, and understanding of their roles and responsibilities in accordance with good corporate governance principles, laws related to listed companies, as well as key issues that may impact the business in the present and future. In practice, the Company encourages directors to regularly participate in training, seminars, and courses relevant to their duties.

This includes both external courses organized by reputable institutions and internal training on key issues such as Corporate Governance, Risk Management, ESG, Digital Technology, and Capital Market Law. The Company supports expenses in accordance with established criteria.

The Company conducts annual performance evaluations of the Board of Directors and utilizes the evaluation results for planning the development of essential knowledge and skills for directors. This also includes reviewing the Board Skill Matrix to ensure that the Board's structure and competencies align with the business strategy and direction.

Orientation for New Directors

The Company encourages directors to attend training courses organized by reputable institutions, such as the Thai Institute of Directors Association (IOD), to enhance their knowledge and understanding of their roles and responsibilities as directors, and the good corporate governance practices for listed companies.

The Company's directors regularly participate in relevant training courses, such as those on directors' roles and responsibilities, risk management, corporate governance, and ESG issues. The Company supports and facilitates their participation in training as appropriate.

Board performance evaluation

The Board of Directors mandates that self-assessment of the performance of the Board and its sub-committees, both as a committee and individually, be conducted at least once a year. The assessment forms are to be submitted and collected, and a summary of results and an evaluation report are to be prepared and presented to the Board of Directors for joint consideration of the evaluation results and the determination of measures to improve the

performance efficiency of the Board of Directors and its sub-committees, including a review of the appropriateness of the Board's structure and composition.

Criteria

The Nomination, Remuneration, and Corporate Governance Committee arranges for the annual performance evaluation of the Board of Directors, both as a committee and individually (self-assessment), at least once a year. by adapting the Board's self-assessment guidelines from the Stock Exchange of Thailand to suit the nature and structure of the Board, to serve as a framework for reviewing the performance of the Board of Directors. and promote joint consideration of performance and issues related to the company's operations, and Good corporate governance and disclosure of criteria, procedures, and overall evaluation results in the annual report

The topics for evaluating the performance of the Board of Directors (as a committee) are as follows:

1. Structure and qualifications of the Board of Directors
2. Roles, duties, and responsibilities of the Board of Directors
3. Board meetings
4. Director's performance of duties
5. Relationship with management
6. Director self-development and executive development
7. Results of the corporate governance assessment of listed companies by the Thai Institute of Directors Association

The topics for evaluating the performance of individual directors (self-assessment) are as follows:

1. Structure and qualifications of the Board of Directors
2. Board meetings
3. Roles, duties, and responsibilities of the Board of Directors

Process

The Company Secretary will distribute the assessment forms to each director for completion, both for the committee as a whole and for individual (self-assessment) evaluations. These will then be collected and submitted to the Nomination, Remuneration, and Corporate Governance Committee for performance evaluation. The evaluation results will be discussed at the Board meeting. Any recommendations received from the Board's performance evaluation will be used by the company to improve the effectiveness of the Board's work, aiming for maximum benefit in corporate governance. The performance evaluation results for the Board of Directors, both as a committee and individually, in 2025 showed good performance. The performance of the Board is as follows:

Evaluation results	Percentage	Score criteria
Board of Directors (as a committee)	89.53	Good
Board of Directors (Individual Basis)	93.61	Very Good
Audit Committee (as a committee)	95.36	Excellent
Nomination and Remuneration Committee (as a committee)	93.95	Excellent
Risk Management Committee (as a committee)	100	Excellent
Good Corporate Governance and Social Responsibility Committee (as a committee)	93.65	Excellent

Performance evaluation of the Chief Executive Officer

For the performance evaluation of the Chief Executive Officer (CEO) for the year 2025, due to changes in the position during the year, the Company has not conducted the evaluation for such period. The Company is currently in the process of determining appropriate criteria and an evaluation framework.

Topics for the Chief Executive Officer's performance evaluation

1. Manage the overall organization to achieve maximum efficiency based on the company's various conditions or requirements.
2. The company's revenue is in line with the business plan and shows growth as determined by the Board of Directors.
3. Define marketing strategies to ensure the company grows in accordance with the strategies and plans set by the Board of Directors.
4. Appropriate personnel management, including development and enhancement of personnel capabilities
5. Creating a positive image for the company
6. Creating business sustainability for the company from environmental, social, and good corporate governance perspectives
7. Building good relationships with the company's stakeholders, such as employees, customers, and shareholders
8. Compliance with laws and ethical standards
9. Company's risk management appropriate for the company
10. Succession plan
 - Strategy formulation
 - Strategy implementation
 - Financial planning and performance
 - Relationship with directors
 - External relations
 - Management and personnel relations
 - Succession planning
 - Knowledge of products and services
 - Personal attributes

Corporate governance of subsidiaries and associated companies

The company has established an operational governance policy for investments in businesses similar to its core business, or related, similar, or beneficial businesses that support the company's operations, to enhance stability and the company's operating results, in order to establish direct and indirect measures and mechanisms to enable the company to effectively supervise and manage its operations. The Board of Directors is responsible for overseeing management and is accountable

operations, to align with the company's goals, business growth direction, and strategic plans, including public company laws, the Civil and Commercial Code, securities laws, and related laws, as well as announcements and regulations. and various related criteria of the Capital Market Supervisory Board, the SEC Office, and the Stock Exchange of Thailand, to protect the company's investment interests, with details as follows:

1. The company will consider appointing individuals as its representatives to serve as directors, executives, or controlling persons. in proportion to the company's shareholding, to oversee that the businesses operate in compliance with laws, good corporate governance policies, and other company policies. However, the appointment of company representatives as directors in each subsidiary and associate must be considered and approved by the Board of Directors' meeting, taking into account the suitability of each company.
2. If any transaction or operation by a subsidiary falls under the acquisition or disposition of assets as per the relevant notification on acquisition or disposition of assets, or a connected transaction as per the relevant notification on connected transactions, which requires the company to seek approval from the company's Board of Directors' meeting and/or approval from the company's shareholders' meeting and/or approval from relevant legal authorities before entering into such a transaction, the subsidiary may only enter into or proceed with such a transaction or operation after receiving approval from the company's Board of Directors' meeting and/or the company's shareholders' meeting and/or relevant authorities (as the case may be).

3. Furthermore, connected transactions between the company and its subsidiaries and associates must be based on business rationale and conducted at market prices with clear and justifiable supporting principles. Additionally, the company must disclose such transactions in its financial statements every time, in accordance with the company's auditing standards on the Stock Exchange.

The company will disclose information of both related parties to prevent potential conflicts of interest.

4. Furthermore, in cases where subsidiaries and associates enter into transactions, or in the event of certain occurrences involving subsidiaries, and associates, which obligates the company to disclose information to the Stock Exchange of Thailand in accordance with the criteria set by the Stock Exchange of Thailand's Board. The representative directors of such subsidiaries and associates are obliged to immediately inform the company's management upon learning of the plan to enter into the transaction or the occurrence of the event.

5. The boards of directors and executives of subsidiaries and associates have a duty and responsibility to disclose information regarding their financial status and operating results to the company. This includes requiring the relevant announcements of the Capital Market Supervisory Board and the Stock Exchange of Thailand's Board to be applied mutatis mutandis. Furthermore, they must disclose and submit information regarding their interests and those of related persons, or transactions that may give rise to conflicts of interest, to the company's Board of Directors, and avoid entering into transactions that may create such conflicts of interest.

6. The company will establish necessary plans and operations to ensure that subsidiaries and associates disclose information regarding their operating results and financial status to the company.

The company will take necessary actions and monitor to ensure that subsidiaries and associates have adequate and appropriate information disclosure systems and internal control systems in their business operations.

In addition, the Company closely monitors the operating performance and business operations of its subsidiaries and associates, and reports analytical findings, together with relevant opinions and recommendations, to the Company's Board of Directors and the boards of the respective subsidiaries and associates. This is to support decision-making in policy formulation and continuous improvement, as well as to enhance operational efficiency and ensure the sustainable growth and development of such entities.

Succession Policy for Key Positions

The company has criteria and procedures for selecting personnel to assume critical management positions within the company to ensure suitability and transparency. This is to ensure that the company has executives with professional qualifications, skills, experience, and abilities, through the Nomination and Remuneration Committee and/or other committees appointed for recruitment and selection, and to plan for job succession according to the following levels:

1. Chief Executive Officer and Chairman of the Executive Board levels.

Consider recruitment. / select and plan for job succession. The Nomination and Remuneration Committee monitors succession plans at the Chief Executive Officer and Chairman of the Executive Board levels to be proposed to the Board of Directors for consideration. For the recruitment and selection of individuals to hold the positions of Chief Executive Officer and Chairman of the Executive Board, the Nomination and Remuneration Committee is responsible for monitoring the progress of the succession plan when the executive positions of Chief Executive Officer and Chairman of the Executive Board become vacant or the incumbents are unable to perform their duties. The company will have a system for executives at a similar or subordinate level to act in the position until individuals who meet the company's specified qualifications are recruited and selected. These individuals must possess vision, knowledge, abilities, experience, and be suitable for the organizational culture.

For the recruitment of executives at the Chief Executive Officer and Chairman of the Executive Board levels, the Nomination and Remuneration Committee will conduct an initial review for screening, recruitment, and selection of personnel who are fully qualified, suitable, possess knowledge, abilities, skills, and experience beneficial to the company's operations, and have a thorough understanding of the company's business. They must be able to manage operations to achieve the objectives and goals set by the Board of Directors and be proposed to the Board of Directors

for consideration and approval of appointment. This is to maintain confidence among investors, the organization, and employees that the company's operations will be continued in a timely manner.

2. Management level, from Department Director level.

When a management position, from Department Director level upwards, becomes vacant or the incumbent is unable to perform their duties, the company will propose the selected successor to the Executive Committee and / or committee. Nomination and Remuneration appointed for recruitment and selection. The company's executive succession planning process is as follows:

- 2.1 Analyze the company's business situation in terms of strategy, policy, investment plans, and expansion plans.
- 2.2 Assess workforce readiness in alignment with the company's short-term and long-term strategies.
- 2.3 Develop a workforce readiness plan by developing or recruiting employees to prepare for replacements.
- 2.4 Create a recruitment and selection plan for employees. (Recruitment) and develop employee training. (Employee Training and Development) in advance before employees retire or leave their positions prematurely.
- 2.5 Define qualifications. (Qualifications) and abilities. (Competencies) which refers to the desirable knowledge, skills, personality, and attitudes of employees in those positions, and develop individual development plans. (Individual Development Plan)
- 2.6 Recruit and select, evaluate performance, and assess employee potential to determine suitability.
- 2.7 Utilize personnel testing and assessment tools to analyze employee potential.
- 2.8 Identify successors based on performance evaluation and potential analysis, with advance notification to employees to prepare for handover and learning tasks, and identify backup successors.
- 2.9 Develop and evaluate employees who are expected to be successors to determine if they can truly develop and perform as expected. If expectations are not met, proceed as follows:
 - 2.9.1 Conduct recruitment and selection, and plan for new succession, or
 - 2.9.2 Develop backup successors. (if any.) or
 - 2.9.3 Recruit and select from external candidates.

When the successor meets the qualifications for a position with higher responsibilities and a position becomes vacant or a new, higher position is created, a proposal for promotion and acting appointment shall be submitted. (Promotion & Acting) In accordance with the company's policy on job structure, the criteria for promotion consideration will be approved by the Chief Executive Officer and the Executive Committee.

Independent Board Meeting

1. The Board of Directors must hold meetings to acknowledge the company's operating results at least once every three months.

At the meetings, directors must express their opinions and exercise independent judgment. Directors should attend all meetings, except in cases of force majeure, which must be notified to the Company Secretary in advance. The company must report the number of board meetings attended by directors in its annual report. In each board meeting,

To ensure all directors are informed in advance, the Company Secretary must send meeting invitations to all directors, specifying the date, time, venue, and agenda of the meeting, at least 7 days in advance.

and is responsible for collecting meeting documents from directors and management to be distributed to the Board in advance.

These documents must provide sufficient information for the Board to make decisions and exercise independent judgment. The Company Secretary shall record the key points of the meeting to prepare minutes, which must be complete and finalized within 15 days from the date the meeting concludes, for submission to the Chairman of the Board for signature. A robust storage system must also be established, facilitating easy retrieval and ensuring confidentiality.

2. A director with a conflict of interest in any matter shall not be entitled to vote on that matter.

3. Voting at Board of Directors' meetings shall be determined by a majority vote. In the event of a tie, the Chairman of the meeting shall cast an additional vote as a deciding vote. However, the opinions of other directors who did not vote in favor shall be recorded in the meeting minutes.

Policy and guidelines related to shareholders and stakeholders

Policy and guidelines related to shareholders and stakeholders : Yes

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

Shareholder

The Company adheres to its good corporate governance policy, based on the principles of good corporate governance for listed companies as prescribed by the Stock Exchange of Thailand, across five categories: shareholders' rights, equitable treatment of shareholders, the role of stakeholders, disclosure and transparency, and the responsibilities of the Board of Directors.

The Company prioritizes the protection of shareholders' rights and the equitable, transparent, and fair treatment of shareholders. The Board of Directors has established a policy for accurate, complete, and timely disclosure of information, and promotes appropriate shareholder participation in corporate governance.

The Company holds annual general meetings of shareholders, as well as extraordinary meetings when necessary, in compliance with laws, the Company's articles of association, and regulatory guidelines. The Company provides opportunities for shareholders to propose meeting agendas and nominate individuals for election as directors in advance, according to specified criteria and timelines, and publishes details on the Company's website for general shareholder awareness. Regarding information disclosure, the Company accurately, completely, and timely discloses material information through the Stock Exchange of Thailand's system, the Company's website, and other appropriate channels, such as financial statements, annual reports, Form 56-1 One Report, and other important news, to ensure shareholders have sufficient information for decision-making.

The Company places importance on consistent communication with investors and analysts by organizing analyst meetings, participating in 'Opportunity Day' events for listed companies to meet investors, and providing opportunities for shareholders and investors to visit the Company's operations as appropriate, in order to foster a correct understanding of the Company's business operations and direction.

Employee

The company prioritizes treating employees equally, fairly, and with respect for human dignity, without discrimination based on gender, age, race, religion, or political opinion, while promoting an open and safe working environment.

The company provides employees with compensation and benefits no less than legally mandated, and considers additional benefits appropriate to the nature of the business and the competitive landscape of the labor market, to foster motivation and loyalty to the organization.

Regarding health and safety, the company establishes appropriate control and supervision measures for occupational health and safety at work, especially in tasks related to healthcare facilities and laboratories, to ensure employees can work safely and reduce the risk of accidents and work-related illnesses.

The company continuously promotes the development of employees' knowledge, abilities, and skills through both internal and external training programs to enhance personnel potential and support sustainable business growth.

Customer

The company prioritizes service quality and customer satisfaction, continuously striving to develop service standards in compliance with laws, professional standards, and customer expectations.

The company establishes quality control processes and monitors service performance to ensure that operations comply with established standards and appropriately respond to customer needs. Furthermore, the company regularly monitors and evaluates customer satisfaction to analyze the received data and continuously improve service processes. This includes providing clear, transparent, and verifiable channels for customer complaints. The company prioritizes responding to and resolving complaints promptly and fairly.

The company believes that continuous improvement of service quality and listening to customer feedback are crucial factors in building trust and long-term relationships with customers.

Business competitor

The company conducts its business under the principles of free, fair, and transparent competition, by not taking any actions to create an unfair competitive advantage or that violate laws and business ethics.

The company does not seek trade secrets of competitors through dishonest means and does not support any actions that infringe upon the intellectual property rights or business information of others.

The company requires employees and executives at all levels to comply with competition law, including ethical standards in business operations, by promoting an organizational culture committed to transparency, integrity, and social responsibility.

Business partner

The company prioritizes conducting business with partners and business allies based on integrity, transparency, and fairness. This is achieved by adhering to verifiable procurement principles and strictly complying with procurement processes and contractual terms.

The company has a partner selection process based on quality, standards, the ability to deliver goods and services, financial stability, as well as compliance with laws and business ethics. Furthermore, the performance of partners is continuously evaluated to foster sustainable cooperation and mitigate business operational risks.

The company assesses partner risks in relevant areas, such as quality and delivery risks, legal and business ethics risks. This is to ensure that partners meet standards consistent with the company's operational guidelines.

Community and society

The company prioritizes conducting business with social and environmental responsibility. It leverages its knowledge, expertise, and business experience to develop projects or activities that can concretely benefit communities, while also establishing guidelines for monitoring and evaluating long-term progress and outcomes to ensure continuous and sustainable operations.

The company implements measures to prevent, reduce, and manage environmental impacts that may arise from its business operations. It is committed to controlling and ensuring that its activities do not cause negative impacts on the environment and communities, and strictly adheres to relevant laws and standards. Furthermore, the company provides opportunities for listening to feedback from communities and society through appropriate meetings or communication channels to understand concerns, suggestions, and to improve operational guidelines in line with stakeholder expectations.

The company provides support and organizes activities in collaboration with communities and society at large to promote the quality of life, health, and well-being of people in the area, with a focus on creating sustainable shared value between the organization and society.

Information on business code of conduct

Business code of conduct

Business code of conduct : Yes

Business Ethics and Code of Conduct

Genesis Fertility Center Public Company Limited and its subsidiaries ("the Company") are committed to conducting business in accordance with relevant laws and regulations. A Business Ethics and Code of Conduct has been established and is regularly reviewed to serve as a guideline for executives and employees to perform their duties with honesty, integrity, adherence to the rule of law, transparency, commitment to justice and morality, prioritizing customers, social responsibility, non-involvement in politics, consideration for all stakeholder groups, non-involvement in human rights violations, anti-corruption, not accepting abnormal remuneration, non-involvement in soliciting or paying bribes, avoiding conflicts of interest, and not engaging in any acts that infringe upon the intellectual property or copyrights of others. The company has implemented the following operations:

Business Ethics and Code of Conduct in various aspects

1. Conflicts of Interest

- 1.1. Avoid any actions that conflict with the company's interests, whether arising from contact with the company's business associates such as partners, customers, competitors, or from opportunities or information obtained as a company employee for personal gain, or from engaging in business that competes with the company, or from other work outside the company that affects responsibilities and duties to the company.
- 1.2. Company employees with a conflict of interest are prohibited from approving any transactions or actions on behalf of the company to prevent any potential conflicts of interest. In cases where any business is conducted with the company, whether in a personal capacity, family capacity, or on behalf of any legal entity in which the employee has authority, the employee must disclose the conflict of interest to the company before the transaction.
- 1.3. The Board of Directors and executives must carefully, honestly, reasonably, and independently consider conflicts of interest regarding connected transactions between the company and individuals or legal entities that may be deemed to have conflicts of interest, within a good ethical framework, and with due regard for the company's best interests.
- 1.4. Directors and executives must report connected transactions related to the management of the company or its subsidiaries.

2. Securities Trading and Use of Inside Information

- 2.1 Directors, executives, and employees at all levels must not use material non-public inside information of the company for their own benefit or the benefit of others until 24 hours after such information has been disclosed to the public.
- 2.2 Employees at all levels must maintain and not disclose customer information and trade secrets. Company employees must not disclose customer secrets to fellow employees or unrelated external parties, unless disclosure is mandated by law, for litigation purposes, or approved in writing by the Board of Directors.
- 2.3 Directors, executives, company employees, and individuals with access to information are prohibited from disclosing or transmitting company information or secrets to unauthorized persons, including family members, relatives, friends, etc.
- 2.4 Information disclosure must be carried out by authorized executives or company employees. General employees are not authorized to disclose information. When asked to disclose information they are not authorized to disclose, they should direct the inquirer to the person responsible for that disclosure to ensure accuracy and consistency of information.
- 2.5 Directors, executives, and employees shall not provide advice or recommendations regarding the trading of the Company's securities, unless such actions are related to duties assigned by the Company.
- 2.6 Directors, executives, and employees who have access to inside information, including members of the Board of Directors, are prohibited from trading the Company's securities during the period of one month prior to the disclosure

of financial statements, whether quarterly or annual, or other information that may affect the price of the Company's securities, and until two business days after such financial statements or information have been publicly disclosed to relevant authorities.

2.6 Directors, executives, employees in departments with access to inside information, and company directors are prohibited from trading the company's securities within 1 month prior to the disclosure of quarterly and annual financial statements or information affecting securities prices to the public, and within 2 business days after the disclosure of the company's financial statements and information to relevant authorities.

2.7 Directors, executives, managers, and employees in the accounting and finance functions who trade the Company's securities are required to report such transactions within two business days to the Company Secretary, in order to comply with applicable rules and regulations.

2.8 Directors, executives, managers, and employees in the accounting and finance departments must report their securities holdings or those of related persons in accordance with the Securities and Exchange Act on a quarterly basis to the Company Secretary.

3. Treatment of Customers

3.1 Provide services to customers under fair conditions and based on fair returns for both parties.

3.2 Company employees must dedicate themselves to developing quality services that comply with relevant regulations and are reasonably priced and responsive to market conditions.

3.3 Strictly adhere to all agreed-upon contracts or conditions. In cases where any condition cannot be met, business partners and/or creditors must be promptly notified in advance to jointly consider solutions.

3.4 Customer confidentiality must be maintained, unless the customer provides written consent for disclosure or it is required by law. Customer information must not be used for personal benefit or the benefit of related parties.

4. Treatment of Business Competitors

4.1 Directors, executives, managers, and employees shall conduct themselves within the framework of fair competition.

4.2 Do not seek confidential information of business competitors through dishonest or inappropriate means.

4.3 Do not damage the reputation of business competitors through malicious accusations or attacks without reasonable factual basis.

5. Procurement and Treatment of Business Partners

5.1 The procurement process must be auditable, transparent, fair, and provide maximum benefit to the company.

5.2 Company employees must procure goods and services by considering needs, value for money, price, and quality. Information must be provided to vendors equally, accurately, without concealment, bias, or discrimination.

5.3 When contacting business partners, the contact person must retain documentary evidence of negotiations, contract drafting, contract execution, and contract performance for use as evidence for the period stipulated by law.

5.4 Do not solicit, accept, or offer any dishonest benefits in trade with business partners.

5.5 Strictly adhere to contractual terms. If it is found that the contract cannot be fulfilled, or the business partner cannot fulfill the contract, or for any other reason that prevents contract fulfillment, the supervisor must be immediately informed for consultation and to seek solutions.

6. Treatment of Shareholders

6.1 Perform duties with honesty, integrity, care, prudence, and fairness to both major and minor shareholders for the maximum benefit of shareholders as a whole, and make decisions and take actions in accordance with professional principles.

6.2 A suitable dividend payment policy for shareholders is established, and such dividend payments may change depending on the company's operating results, financial position, and investment plans.

6.3 Establish the Board of Directors and sub-committees to approve the direction, business objectives, business plans, and annual budget, with due consideration for the best interests of the company, shareholders, and all stakeholders.

6.4 Regularly and fully disclose and clarify the company's status, operating results, financial and accounting information, and other reports truthfully, in accordance with the regulations of relevant authorities.

6.5 Shareholders and stakeholders may report or complain about matters that could cause damage to the company to the Board of Directors through the Company Secretary, who will collect and screen initial facts for submission to the Board of Directors or relevant sub-committees.

7. Treatment of Creditors

7.1 Treat creditors fairly and do not solicit, accept, or offer any dishonest benefits in trade with creditors.

7.2 Strictly adhere to all agreed-upon terms and conditions. In cases where any condition cannot be met, creditors must be promptly notified in advance to jointly consider solutions.

8. Environmental, Community, and Social Responsibility

8.1 Be responsible and committed, and support environmental care, education, religion, arts and culture, as well as local customs and traditions in the areas where the company operates.

8.2 Conduct activities to co-create a better society, community, and environment, aiming to improve the quality of life in communities where the company operates, both through its own initiatives and in collaboration with the government and local communities.

8.3 Emphasize accident prevention and control the discharge of waste by business partners in the company's industrial estates to acceptable standard levels and in accordance with the regulations of relevant authorities.

8.4 The company instills a sense of social and environmental responsibility within the company, including its business partners, as well as the efficient use of resources, materials, and equipment.

9. Respect for Human Rights and Fair Treatment of Labor

9.1 Prioritize maintaining a safe working environment for employees' lives and property, and strictly adhere to labor laws.

9.2 The Company does not support unfair labor practices, including the use of child labor and illegal migrant labor.

9.3 Prioritize the principles of human rights for employees at all levels.

9.4 The company will fairly select individuals for various positions, considering the qualifications for each position, educational background, experience, and other necessary job requirements, and treat all employees equally, without discrimination based on gender, age, race, religion, educational institution, or any other status not directly related to job performance.

9.5 The appointment, transfer, as well as rewarding and punishing of employees, shall be carried out with integrity and based on the knowledge, abilities, and suitability of the employee.

9.6 The company will protect employees' personal information, such as biographies, education, family history, health records, work history, etc. Disclosure or transfer of employees' personal data can only be done with the consent of the employee concerned.

9.7 Provide fair and appropriate compensation commensurate with duties and responsibilities.

9.8 Organize orientation and provide employee handbooks to all new employees to ensure they understand their rights under fair employment, various ethical aspects, and strictly adhere to labor laws.

9.9 Continuously develop and provide training to directors, executives, and employees to enhance employees' work efficiency and promote their career advancement.

9.10 Establish a provident fund for employees to encourage long-term savings for themselves and their families upon resignation, retirement, disability, or death.

10. Giving or Receiving Gifts

10.1 Executives and company employees must not solicit, accept, or agree to receive money, items, or any other benefits from individuals or entities doing business with the company.

10.2 Executives and company employees may accept or give gifts, provided that such gifts do not influence any business decisions of the recipient.

10.3 In cases where it is necessary to accept gifts or other assets with a value exceeding 3,000 Baht, the matter must be reported to the immediate supervisor.

10.4 Giving or receiving gifts may be permissible if done transparently, openly, or in a manner that can be disclosed.

10.5 Executives and company employees may accept business hospitality for the benefit of the company's business, in accordance with the company employee's approval authority, and should avoid accepting hospitality that exceeds normal business relations from other individuals related to the company or potential future business partners.

11. Information and Communication Technology Usage

11.1 The company's policy is to promote and use only legally licensed equipment, tools, and software.

11.2 Do not use the company's computer systems to disseminate information that is morally inappropriate, contrary to customs and traditions, or violates laws.

11.3 In cases where a company employee requests permission from a supervisor for external personnel to use the company's information systems, the requesting company employee must control the usage by external personnel and shall be responsible for any damage that may occur to the company from such use of the information system.

11.4 The company reserves the right to inspect, search, monitor, investigate, and control employees' use of the company's information systems to ensure the security of the company's information systems.

12. Non-Infringement of Intellectual Property

12.1 Works created in the performance of duties are considered intellectual property of the company.

12.2 The company's policy is not to commit any acts that infringe upon intellectual property, whether copyrights, patents, trademarks, trade secrets, or other intellectual property rights as defined by law.

13. Preservation and Use of Company Assets

13.1 Company employees have the duty and responsibility to care for both tangible and intangible assets of the company, preventing their deterioration or loss, and using them efficiently. Employees must study and understand the methods of use and safety instructions for assets and utilize them to their full potential for the company's benefit, and not use company assets for their own benefit or the benefit of others.

13.2 All company employees must strictly avoid disclosing or exploiting confidential information.

13.3 All company employees must appropriately control confidential information.

14. Management and Maintenance of the Code of Conduct

14.1 All company employees must strictly adhere to the code of conduct. If any violation or action contrary to the code of conduct is found, the company will consider imposing penalties appropriate to the nature of the offense.

14.2 Executives and supervisors must serve as good role models in adhering to the code of conduct and have the duty to monitor, oversee, and encourage subordinates to comply with the established code of conduct.

14.3 Any request for exemption from compliance with the code of conduct for employees and directors must receive written approval from the Board of Directors.

14.4 All company employees are required to sign an acknowledgment of this code of conduct upon joining the company and upon any changes.

15. Anti-Corruption and Bribery

15.1 Provide training to employees to educate them on the company's anti-corruption policies and practices.

15.2 Support and cooperate with government agencies, private organizations, and regulatory bodies, as well as all sectors of Thai society, with the aim of reducing corruption and elevating national development.

15.3 Directors, executives, and employees are prohibited from accepting any form of corruption, directly or indirectly, including receiving items, giving items, gifts, hospitality, solicitations, donations, and any other benefits for themselves from individuals doing business with the company.

The Company is committed to conducting business ethically, transparently, and accountably, which is a crucial foundation for building trust among customers, investors, and all stakeholders. For this reason, the Company announced its intention to join the "Collective Action Coalition against Corruption (CAC)" on December 16, 2567 (2024).

Objectives of Project Participation

To promote transparent business operations free from all forms of corruption, as well as to elevate organizational management standards to be fair and socially responsible, which will lead to building long-term trust and confidence from all stakeholder groups.

Operational Guidelines

The company has established clear policies and measures for preventing and combating corruption, including promoting an organizational culture committed to honesty and integrity. Furthermore, continuous training and awareness-building are provided to employees at all levels, along with secure channels for reporting whistleblowing or complaints related to corruption, to ensure fair, transparent, and systematic investigation. The company is confident that implementing these guidelines will be a crucial mechanism for driving the organization towards stable and sustainable growth under true good governance and social responsibility.

Promoting employee knowledge on anti-corruption

The Company has established guidelines for participating in the Collective Action Coalition against Corruption (CAC) project, by assigning the Compliance Department to prepare and disseminate policies and anti-corruption practices through the company's Intranet and Human OS systems, to ensure that directors, executives, and employees can access information and continuously review their understanding of the necessary practices.

The Board of Directors, executives, and employees of the group of companies have fully reviewed the policies and practices through the aforementioned electronic media, achieving 100% completion. This reflects the company's commitment to fostering an organizational culture dedicated to good governance, transparency, and concrete anti-corruption efforts.

6.2.1 Whistleblowing Policy and Procedures

The company provides channels for whistleblowing or complaints regarding non-compliance with the code of conduct, complaints to the Board of Directors, illegal acts, or behavior that may indicate corruption or misconduct by individuals within the company, including deficiencies in internal control systems, from employees and other stakeholders. A process for managing and receiving all forms of whistleblowing and/or complaints from all groups of the company's stakeholders is provided through the following channels:

Whistleblowing Channels

- Postal Channel : Audit Committee / Company Secretary Department

Genesis Fertility Center Public Company Limited, Building GFC No. 2292 Rama 9 Road, Phatthanakan Subdistrict, Suan Luang District, Bangkok 10250

- Channel Email : whistleblowing@gfc.co.th

Copy to sanskrit.v@gfc.co.th Mr. Sansakrit Vichitlakarn, Chairman of the Audit Committee

Copy to amorn.t@gfc.co.th Mr. Amorn Trairattana-asawa, Investor Relations Officer

- Direct Channel to the Audit Committee :< Chairman of the Audit Committee, Mr. Sansakrit Vichitlakarn
- Telephone Channel :<

Company Secretary Department 02-108-6413

Investor Relations Department 063-098-3236

- Online Channel :< In the complaint and whistleblowing system GFC <https://www.genesisfertility.co.th/ir/th/investor.php/complaint-channel>

Consultation or additional information can be requested from the following departments:

Company Secretary Department 02-108-6413

Investor Relations Department 063-098-3236

Actions upon receiving complaints / Management of reports concerning violations or non-compliance with ethics and code of conduct, fact-finding.

1. Upon receiving a whistleblowing report through various channels, the Internal Audit Department/Company Secretary Department is responsible for recording the receipt of the matter and informing the whistleblower of its receipt (if applicable).

2. **Information Screening** : The Internal Audit Department/Company Secretary Department is responsible for gathering information and initially considering the grounds for the whistleblowing report.

3. **Consideration of Fact-Finding Investigation** To ascertain the facts within 30 - 60 days, based on the following principles of consideration:

3.1 Not complex or no reason to suspect a serious offense. To the Internal Audit Department / The Company Secretary Department, Human Resources Department, and management representatives shall proceed according to the company's regulations.

3.2 Complex and/or there is reasonable suspicion of a serious offense. The company will appoint a fact-finding committee, comprising supervisors from relevant departments, the Human Resources Department, the Legal Department, and directors from other departments. 1 You and at least 1 other director with specialized expertise in relevant fields, with the Internal Audit Department serving as secretary.

- *In cases of action against directors, the Chief Executive Officer, or Chief Operating Officer, the matter shall be reported to the Board of Directors for consideration.*

- *In cases of action against employees not exceeding the department head level, the matter shall be reported to the Executive Committee for consideration.*

Furthermore, in carrying out the aforementioned processes, measures must be established to cease violations or non-compliance with the code of conduct and to mitigate damages for affected parties, taking into account the overall distress and harm.

4. Summarize the results of the fact-finding investigation and inform the whistleblower (if applicable).

5. Report the summary of operations, including penalties, to the Executive Committee for approval, and compile the summary of fact-finding results for submission to the Audit Committee and the Board of Directors for acknowledgment.

6.2.2 Statistics on ethical and business conduct violations.

- None

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

Prevention of Conflicts of Interest

The Board of Directors requires directors and executives to disclose information regarding their interests or those of related persons, which are interests related to the operations of the company or its subsidiaries (Section 89/14 of the Securities and Exchange Act B.E. 2535 and its amendments). The group of companies prioritizes transparent consideration of various transactions that are primarily beneficial to the company. Therefore, emphasis is placed on preventing transactions that may involve conflicts of interest, connected transactions, or inter-company transactions, with the following key principles:

1. Directors and executives must inform the company of any relationships or connected transactions that may lead to conflicts of interest.

2. Avoid entering into connected transactions with connected persons as defined by the Capital Market Supervisory Board, which may cause conflicts of interest with the company and/or its subsidiaries. In cases

where such transactions are necessary, there must be The presentation of connected transactions to the Audit Committee for consideration and opinion before proposing them for approval to the Board of Directors, in accordance with good corporate governance principles and criteria set by the Stock Exchange of Thailand and the Securities and Exchange Commission.

2. Directors, executives, and employees must comply with the company's regulations and business ethics, which are crucial for strict adherence to ensure the company is trusted and relied upon by all stakeholders, and to disseminate information and understanding regarding compliance to employees throughout the company.

Furthermore, the company recognizes the importance of conducting business with transparency and considering all stakeholders. Therefore, the company has clearly defined policies and procedures for connected transactions to serve as guidelines for entering into such transactions and to prevent potential conflicts of interest. These policies and procedures for connected transactions were approved by the Audit Committee meeting on December 15, 2568 (2025).

Anti-corruption

The Company places great importance on anti-corruption in all forms, with a strong focus on promoting integrity, ethical awareness, and appropriate values in the workplace. Accordingly, the Company has established anti-corruption policies and guidelines, which are communicated to directors, executives, and employees to ensure proper understanding and strict compliance. This includes fostering awareness, values, and attitudes that emphasize compliance with laws and regulations, as well as conducting business with honesty and integrity.

All directors, executives, and employees are required to perform their duties in accordance with the Company's anti-corruption policy, and must not be involved in any form of corruption, whether directly or indirectly. They must also not ignore or overlook any actions that may constitute corruption involving the Company. In addition, the Company has established a clear organizational structure, with defined roles, responsibilities, workflows, and reporting lines across all units, to ensure appropriate checks and balances and effective internal controls.

In 2025, the Company monitored compliance with its policies and practices in the following key areas:

- Use and protection of confidential information
- Governance and prevention of conflicts of interest
- Anti-corruption

These matters are stipulated in the Company's Code of Conduct. The Compliance function has developed communication materials on the use and protection of confidential information, which are made available via the Company's Intranet and Human OS systems, enabling directors, executives, and employees to review and reinforce their understanding of key practices.

In this regard, 100% of directors, executives, and employees of the Group have completed the review of the policy and guidelines on the use and protection of confidential information through these communication channels and have formally acknowledged and agreed to comply with such policies in their work practices.

Whistleblowing and Protection of Whistleblowers

The company provides channels for whistleblowing or complaints regarding non-compliance with the code of conduct (Whistleblower), illegal acts, or behaviors that may indicate corruption or misconduct by individuals within the company, including deficiencies in internal control systems, from employees and other stakeholders, who can report or complain.

The company will keep information regarding such whistleblowing or complaints confidential and restrict access to only relevant parties, to protect against potential impacts on the whistleblower or complainant. However, the

whistleblower or complainant may choose to disclose their identity or remain anonymous. Should anyone be found to harass or act unfairly towards the whistleblower or complainant, the company will impose severe penalties on that individual.

Whistleblowing Channel

- Postal Channel : Audit Committee / Company Secretary Department

Genesis Fertility Center Public Company Limited Building GFC No. 2292, Rama 9 Road, Phatthanakan Sub-district, Suan Luang District, Bangkok 10250

- Channel Email : whistleblowing@gfc.co.th

Cc sansakrit.v@gfc.co.th Name: Mr. Sansakrit Vichitlekarn, Position: Chairman of the Audit Committee

Cc amorn.t@gfc.co.th Name: Mr. Amorn Trairattanasawa, Position: Investor Relations Officer

- Direct Channel to the Audit Committee : Chairman of the Audit Committee Mr. Sansakrit Vichitlekarn
- Telephone Channel :

Company Secretary Department 02-108-6413

Investor Relations Department 063-098-3236

- Online Channel : in the complaint and whistleblowing system GFC <https://www.genesisfertility.co.th/ir/th/investor.php/complaint-channel>

For inquiries Consultation or further information can be obtained from the following departments:

Company Secretary Department 02-108-6413

Investor Relations Department 063-098-3236

Prevention of Misuse of Inside Information

The company has policies and procedures to oversee directors and executives regarding the use of the company's non-public inside information for personal gain, including securities trading, as follows:

1. The company has established written guidelines for data retention and prevention of insider trading to ensure fairness to shareholders, customers, business partners, and all stakeholders, in accordance with laws and good corporate governance principles.
2. The company prohibits directors, executives, and employees from using inside information that is material to the trading of the company's securities and affects the company's securities price, which has not been disclosed to the public, for their own benefit or the benefit of related parties.
3. The company requires directors to prepare and submit conflict of interest reports to the Company Secretary.
4. The company requires directors to report changes in securities holdings and report conflicts of interest. to be informed by the Board of Directors, with the Company Secretary responsible for preparing and presenting the report to the next Board of Directors meeting, and for disclosing information on changes in securities holdings of directors and executives during the year in the annual report.
5. The company prioritizes preventing the use of inside information for illicit gain, to diminish the company's benefits, or to create conflicts of interest. This is stipulated in the good corporate governance policy, code of conduct and work ethics, employment contracts, and work regulations.
6. The company prioritizes maintaining the confidentiality of customer information and refrains from using such information for the benefit of directors, executives, employees, and related parties, unless disclosure is required by law.
7. The company prioritizes information security in its information systems by controlling and/or preventing unauthorized access to company data by external parties and by assigning data access rights to employees at various levels. in accordance with their authority and responsibilities.
8. In cases where external parties are involved in ad-hoc work concerning non-public information that is under negotiation, which falls under the scope of insider information retention that may affect the company's securities

price movements, such individuals must sign a Confidentiality Agreement until the information is disclosed to the Stock Exchange and the Securities and Exchange Commission.

9. Directors, executives, and employees who violate the insider information policy shall be subject to disciplinary action and/or legal penalties, as the case may be.

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

In 2025, the Company monitored and promoted compliance with its policies and guidelines to ensure that the Board of Directors, executives, and employees strictly adhere to the Companys policies and Code of Conduct, with emphasis on the following key areas:

- Use and protection of confidential information
- Governance and prevention of conflicts of interest
- Anti-corruption

The Company places strong importance on fostering an organizational culture grounded in good governance, transparency, and anti-corruption principles. To reinforce this commitment, the Company organized the GFC CG Day activity to promote awareness among executives and employees regarding ethical business conduct, in alignment with the Anti-Corruption Policy and the Companys sustainable development approach under the ESG framework. All employees formally acknowledged and confirmed their compliance with such policies.

In addition, the Company has established guidelines on the use and protection of confidential information as part of its Code of Conduct. The Compliance function has developed communication materials to disseminate these policies and guidelines through the Companys Intranet and Human OS systems, enabling directors, executives, and employees to continuously review and understand key practices.

In this regard, a total of 111 directors, executives, and employees of the Group, representing 100%, have completed the review of the policy and guidelines on the use and protection of confidential information through these communication channels. This ensures that personnel at all levels recognize the importance of maintaining confidentiality, preventing misuse of inside information, and performing their duties with integrity and accountability.

Participation in anti-corruption networks

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

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

Diagram of participation in anti-corruption networks



CGC CG DAY







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

The company has established a Good Corporate Governance Policy, referencing the principles of good corporate governance for listed companies in 2017.

The Board of Directors ensures that such policies are appropriately adapted and aligned with the company's organizational size, management, and business operations. It is stipulated that the performance of directors' duties shall be monitored, and these policies shall be reviewed at least once a year. The Board of Directors reviewed the Good Corporate Governance Policy and considered, reviewed, and approved the company's vision, mission, strategies, and business plan most recently according to the resolution of the Board of Directors Meeting No. 10/2025 on December 15, 2025.

Supervision and monitoring of strategy implementation

- Review of the strategic plan during the year, with management reporting actual performance compared to the defined strategic goals to the Board of Directors.

- Consideration of actual operating results compared to the plan, as well as consideration of economic conditions, market conditions, and competition data, and comparative operating results within related business groups on a quarterly basis, with management providing reports.
- Consideration of the company's investments and project developments
- Consideration of the company's financial items and operations

Investor Relations Department Operations

Investor Relations Activities	Number of times in 2025
1. One-on-one information provision (Company Visit)	3
2. Analyst & Institutional Investor Meeting	N/A
3. Press release	5
4. Investor meetings organized by the Stock Exchange (Opportunity Day)	2
Total	10

Channels for Information Communication / Disclosure

The company maintains a website providing investor relations information in Thai, English, and Chinese, which always presents complete and up-to-date company information, available for download on the company's website.

The company's website www.genesisfertilitycenter.co.th, under the "Investor Relations" section, includes the following topics:

1. Financial Reports
2. Management's Discussion and Analysis (MD&A)
3. Quarterly / Annual Financial Statements (3-year historical data)
4. Shareholders' Meeting
5. Shareholders' Meeting Invitation
6. Minutes of Shareholders' Meeting
7. Annual Report
8. Contact Information

[กลับสู่หน้าหลักเว็บไซต์](#)
[หน้าหลักนักลงทุนสัมพันธ์](#)
[ข้อมูลทางการเงิน](#)
[เอกสารเผยแพร่](#)
[ข้อมูลผู้ถือหุ้น](#)
[สอบถามข้อมูล](#)
[เมนูอื่นๆ](#)

ไทย

English



ยินดีต้อนรับสู่
หน้านักลงทุนสัมพันธ์

บริษัท เจเนซิส เพอร์ทีลิตี้ เซ็นเตอร์ จำกัด (มหาชน)

SET : GFC	ราคาเปิด	ราคาปิด
ปรับปรุงเมื่อ : 16 มีนาคม 2569 22:39	2.90	2.90
	เปลี่ยนแปลง (%)	ปริมาณซื้อขาย (หุ้น)
ราคาหลักทรัพย์	0.00 (0.00%)	3,400

Implementation of the CG Code for listed companies

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

The Board of Directors places importance on the principles of corporate governance by adopting the principles of good corporate governance for listed companies in 2017 of the Stock Exchange of Thailand and the principles of good corporate governance for listed companies in 2017 (CG Code), adapting them to suit the organizational context, to foster sustainability, elevate corporate governance standards, and ensure business operations are transparent and efficient. However, in 2025, there are still matters that the Company has not yet complied with regarding the principles of good corporate governance for listed companies in the section concerning the role of stakeholders and sustainable business development, as follows:

Guidelines

Meeting of the Good Corporate Governance and Social Responsibility Committee No. 2/2025, June 24, 2025 A resolution has been passed to approve sub-plans supporting the Good Corporate Governance policy in the section concerning the role of stakeholders and sustainable business development, and the operational plan will be evaluated quarterly.

Items that cannot yet be implemented

- **Chairman of the Board is not an independent director.** *Director's Opinion / Reason* The Board of Directors considered and determined that the Chairman of the Board, Assoc. Prof. Dr. Pitak Laorerkkiat, is a person who possesses the appropriate qualifications, abilities, experience, and expertise in performing duties effectively. However, to align with best practices and further ensure that the Board's operations facilitate independent judgment in decision-making, the Board of Directors resolved to appoint an independent director, Asst. Prof. Dr. Sansakrit Vijitlakkan, who is the Chairman of the Audit Committee, to participate in determining the agenda for every Board of Directors meeting.

Other corporate governance performance and outcomes



Awards Achievements

AGM Checklist Assessment

The Company places great importance on protecting shareholders' rights and conducting the Annual General Meeting of Shareholders (AGM) with transparency, fairness, and accountability. The AGM Checklist framework is adopted as a guideline to enhance good corporate governance standards. From the assessment results, the Company achieved a full score of 100 points for two consecutive years. This reflects the strong commitment of the Board of Directors and management to good governance practices, comprehensive disclosure, and the equitable protection of shareholders' rights, which form the foundation for sustainable growth.



"Excellent" Rating in Thai Investors Association
for the Second Consecutive Year

Corporate Governance Report of Thai Listed Companies (CGR)

The Company is committed to good corporate governance, emphasizing transparency, accountability, and consideration of all stakeholders as key factors in building trust and long-term sustainability. According to the Corporate Governance Report of Thai Listed Companies (CGR), the Company has been rated 5 Stars (Excellent) for two consecutive years. In 2025, the Company was ranked in the Top Quartile, reflecting effective governance practices and positioning the Company among the highest-performing listed companies in Thailand in terms of corporate governance.



5-Star Rating "Excellent" for 2025 in Thai Institute
of Directors for the Second Consecutive Year

Sustainability Awards and Achievements from Thaipat Institute

The Company conducts its business in accordance with ESG (Environmental, Social, and Governance) principles, systematically and continuously advancing its sustainability performance.

In 2024, the Company was selected as an ESG Emerging company, reflecting its strong ESG potential and notable development with promising prospects for sustainable growth.

In 2025, the Company was listed among the ESG 100, demonstrating enhanced standards in environmental, social, and governance performance, and achieving national recognition. Additionally, the Company received the Sustainability Disclosure Acknowledgement award, reflecting transparent and high-quality sustainability disclosures aligned with best practices

ESG Emerging
Environmental • Social • Governance

ESG100
Environmental • Social • Governance 2025



Named to the ESG100 list
for the first time in 2024.

ESG DNA

The Company received a certificate from the ESG DNA program organized by the Stock Exchange of Thailand. This sustainability program enhances knowledge and understanding of sustainable business practices.

All participating employees successfully completed the program with a 100% pass rate, reflecting the Company's strong commitment to embedding ESG principles into its corporate culture.



GFC Your Success, Our Commitment



Awards รางวัลความสำเร็จ

Certificate of Recognition – LESS

(Low Emission Support Scheme)

The Company is firmly committed to environmental stewardship and sustainability. Under the “GFC We Green” project, the Company has implemented comprehensive waste management at the source, ensuring proper waste segregation and disposal.

The Company received a Certificate of Recognition under the LESS (Low Emission Support Scheme) for its recycling waste segregation efforts at the Rama 9 branch, which reduced greenhouse gas emissions by 2,304 tCO₂e, contributing to sustainable development goals.



ISO 14064-1 Certification

The Company has been certified under ISO 14064-1 by Bureau Veritas Certification (Thailand) Co., Ltd., an internationally recognized certification body.

ISO 14064-1:2018 is an international standard that specifies principles and requirements for quantifying, monitoring, reporting, and verifying greenhouse gas (GHG) emissions at the organizational level in a systematic, transparent, and verifiable manner.

The Company has continuously maintained this certification, reflecting its strong commitment to developing and improving its greenhouse gas management system in line with international standards, including data collection, calculation, reporting, and verification processes.

This certification strengthens stakeholders’ confidence that the Company rigorously and sustainably complies with environmental management requirements as part of its sustainability strategy.



Corporate Governance Structure

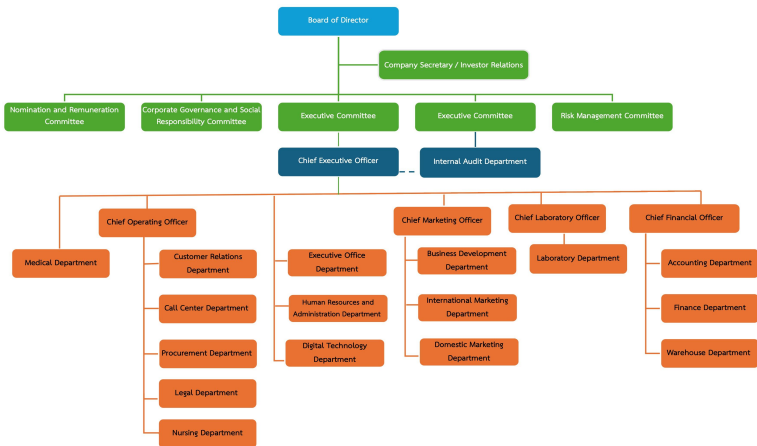
Information on corporate governance structure

Corporate governance structure

Corporate governance structure diagram⁽¹⁾

Corporate governance structure as of date : 31 Dec 2025

Corporate governance structure diagram



Corporate Governance Structure Diagram

Remark: ⁽¹⁾ Note: The company has engaged an external internal auditor, appointing P.P. Internal Audit Co., Ltd. to audit the internal control system.

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	11		11		9	
	7	4	7	4	7	2
Executive directors	2		2		2	
	0	2	0	2	0	2
Non-executive directors	9		9		7	
	7	2	7	2	7	0
Independent directors	6		6		4	
	5	1	5	1	4	0
Non-executive directors who have no position in independent directors	3		3		3	
	2	1	2	1	3	0

	2023		2024		2025	
	Male (%)	Female (%)	Male (%)	Female (%)	Male (%)	Female (%)
Total directors	100.00		100.00		100.00	
	63.64	36.36	63.64	36.36	77.78	22.22
Executive directors	18.18		18.18		22.22	
	0.00	18.18	0.00	18.18	0.00	22.22
Non-executive directors	81.82		81.82		77.78	
	63.64	18.18	63.64	18.18	77.78	0.00
Independent directors	54.55		54.55		44.44	
	45.45	9.09	45.45	9.09	44.44	0.00
Non-executive directors who have no position in independent directors	27.27		27.27		33.33	
	18.18	9.09	18.18	9.09	33.33	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	50		51		53	
	51	48	52	49	54	50

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
1. Associate Professor Dr. PITAK LAOKIRKKIAT Gender: Male Age : 57 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 Shareholding in the company • Direct shareholding : 56,677,400 Shares <u>Reference link for the shareholding</u> https://www.set.or.th/en/market/product/stock/quote/GFC/major-shareholders	Chairman of the board of directors (Non-executive directors) Authorized directors as per the companys certificate of registration : Yes Type of director : Existing director	7 May 2022	Health Care Services

List of directors	Position	First appointment date of director	Skills and expertise
2. Dr. PRAMUK VONGTANAKIAT Gender: Male Age : 55 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 : No DCP course : Yes Shareholding in the company • Direct shareholding : 41,290,000 Shares • Shareholding by persons related to the directors, executives according to Section 59 ^(**) : 392,500 Shares <u>Indirect shareholding details</u> Dr. Nantiya Wongthanakiat (Spouse) indirectly holds 392,500 shares. <u>Reference link for the shareholding</u> https://www.set.or.th/en/market/product/stock/quote/GFC/major-shareholders	Vice-chairman of the board of directors (Non-executive directors) Authorized directors as per the companys certificate of registration : Yes Type of director : Existing director	7 Nov 2022	Health Care Services, Business Administration, Human Resource Management, Governance/ Compliance, Finance

List of directors	Position	First appointment date of director	Skills and expertise
3. Ms. PIYADA WIRATPONG Gender: Female Age : 56 years Highest level of education : Bachelor's degree Study field of the highest level of education : Medical Technology 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 Shareholding in the company • Direct shareholding : 16,355,500 Shares <u>Reference link for the shareholding</u> https://www.set.or.th/en/market/product/stock/quote/GFC/major-shareholders	Director (Executive directors) Authorized directors as per the companys certificate of registration : Yes Type of director : Existing director	7 Nov 2022	Health Care Services, Risk Management, Governance/ Compliance

List of directors	Position	First appointment date of director	Skills and expertise
4. Dr. PORRAWAN TANGTHAM Gender: Female Age : 43 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 Shareholding in the company • Direct shareholding : 16,520,000 Shares <u>Reference link for the shareholding</u> https://www.set.or.th/en/market/product/stock/quote/GFC/major-shareholders	Director (Executive directors) Authorized directors as per the companys certificate of registration : Yes Type of director : Existing director	7 Nov 2022	Health Care Services, Risk Management, Governance/ Compliance

List of directors	Position	First appointment date of director	Skills and expertise
5. Mr. BHAWAT YUPABHORN Gender: Male Age : 53 years Highest level of education : Master's degree Study field of the highest level of education : Economics Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesnt Have Legal offenses in the past 5 years ^(*) : Doesnt Have DAP course : Yes DCP course : Yes Shareholding in the company • Direct shareholding : 0 Shares <u>Reference link for the shareholding</u> https://www.set.or.th/en/market/product/stock/quote/GFC/major-shareholders	Director (Non-executive directors, Independent director) Authorized directors as per the companys certificate of registration : No Type of director : Existing director	7 Nov 2022	Accounting, IT Management, Risk Management, Audit, Internal Control

List of directors	Position	First appointment date of director	Skills and expertise
6. Mr. SANSKRIT VICHITLEKARN Gender: Male Age : 55 years Highest level of education : Doctoral degree Study field of the highest level of education : Accounting Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesnt Have Legal offenses in the past 5 years ^(*) : Doesnt Have DAP course : Yes DCP course : Yes Shareholding in the company <u>Reference link for the shareholding</u> https://www.set.or.th/en/market/product/stock/quote/GFC/major-shareholders	Director (Non-executive directors, Independent director) Authorized directors as per the companys certificate of registration : No Type of director : Existing director	7 Nov 2022	Accounting, Finance, Internal Control, Budgeting, Governance/ Compliance

List of directors	Position	First appointment date of director	Skills and expertise
7. Mr. APICHIT SANTINGAMKUL Gender: Male Age : 56 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 : Yes DCP course : No Shareholding in the company <u>Reference link for the shareholding</u> https://www.set.or.th/en/market/product/stock/quote/GFC/major-shareholders	Director (Non-executive directors, Independent director) Authorized directors as per the companys certificate of registration : No Type of director : Existing director	7 Nov 2022	Health Care Services, Law, Audit, Internal Control

List of directors	Position	First appointment date of director	Skills and expertise
8. Dr. RUNGLERD INKKANUN Gender: Male Age : 55 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 : Yes Shareholding in the company • Direct shareholding : 380,000 Shares <u>Reference link for the shareholding</u> https://www.set.or.th/en/market/product/stock/quote/GFC/major-shareholders	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)	7 Nov 2022	Health Care Services, Corporate Social Responsibility, Sustainability, Governance/ Compliance, Business Administration

List of directors	Position	First appointment date of director	Skills and expertise
9. Mr. KORAPAT AJCHARIYAMARNEEKUL Gender: Male Age : 50 years Highest level of education : Master's degree Study field of the highest level of education : Internet and Ecommerce Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Have Legal offenses in the past 5 years ^(*) : Doesnt Have DAP course : Yes DCP course : No Shareholding in the company • Direct shareholding : 2,355,000 Shares • Shareholding by persons related to the directors, executives according to Section 59 ^(**) : 20,055,000 Shares <u>Indirect shareholding details</u> Ms. Phasiree Orawattanasrikul (Spouse) indirectly holds 20,055,000 shares. <u>Reference link for the shareholding</u> https://www.set.or.th/en/market/product/stock/quote/GFC/major-shareholders	Director (Non-executive directors) Authorized directors as per the companys certificate of registration : Yes Type of director : Newly appointed director to replace the ex-director	12 Aug 2025	Digital Marketing, Business Administration, IT Management

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

Board of Directors

Assoc.Prof.Pitak Laokirkkiat,MD.

- Chairman of the Board
- Chairman of the Executive Committee



MR. Pramuk Vongtanakiat

- Vice Chairman of the Board
- Executive Vice Chairman
- Chairman of the Nomination and Remuneration Committee

Miss Piyada Wiratpong

- Director
- Executive Committee Member
- Risk Management Committee Member

Dr.Porrawan Tangtham

- Director
- Executive Committee Member
- Risk Management Committee Member



Asst.Prof.Somsakrit Vichitkarn, Ph.D.

- Independent Director
- Chairman of the Audit Committee

Dr.Apichit Sontingamkul

- Independent Director
- Audit Committee Member

Dr. Runglert Inkanun

- Independent Director
- Chairman of the Corporate Governance and Social Responsibility Committee
- Nomination and Remuneration Committee Member

Mr. Bhawet Yupabhorn

- Independent Director
- Audit Committee Member
- Chairman of Risk Management Committee

Mr. Korapat Ajchariyamaneekul

- **Director**



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List of board of directors who resigned / vacated their position during the year⁽²⁾

List of directors	Position	Date of resignation / termination	Replacement director
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List of directors	Position	Date of resignation / termination	Replacement director
1. Ms. PHASIREE ORAWATTANASRIKUL Gender: Female Age : 50 years Highest level of education : Master's degree Study field of the highest level of education : Finance Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Have Legal offenses in the past 5 years ^(*) : Doesnt Have DAP course : Yes DCP course : No Shareholding in the company • Direct shareholding : 20,055,000 Shares • Shareholding by persons related to the directors, executives according to Section 59 ^(**) : 2,355,000 Shares <u>Reference link for the shareholding</u> https://market.sec.or.th/public/isc/en/r59	Director (Non-executive directors) Authorized directors as per the companys certificate of registration : No	11 Aug 2025	Mr. KORAPAT AJCHARIYAMARNEEKUL Appointment date of replacement director : 12 Aug 2025

List of directors	Position	Date of resignation / termination	Replacement director
2. Assistant Professor Dr. KARNDEE LEOPAIROTE Gender: Female Age : 51 years Highest level of education : Doctoral degree Study field of the highest level of education : Engineering Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesnt Have Legal offenses in the past 5 years ^(*) : Doesnt Have DAP course : Yes DCP course : Yes Shareholding in the company • Direct shareholding : 200,000 Shares <u>Reference link for the shareholding</u> https://market.sec.or.th/public/isc/th/r59	Director (Non-executive directors, Independent director) Authorized directors as per the companys certificate of registration : No	16 Dec 2025	-

List of directors	Position	Date of resignation / termination	Replacement director
3. Assistant Professor Dr. AKE PATTARATANAKUN Gender: Male Age : 42 years Highest level of education : Doctoral 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 Shareholding in the company Direct shareholding : 320,000 Shares <u>Reference link for the shareholding</u> https://market.sec.or.th/public/isc/en/r59	Director (Non-executive directors, Independent director) Authorized directors as per the companys certificate of registration : No	16 Dec 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.

Remark: ⁽²⁾ Ms. Pasiree Orawattanasrikul resigned from her positions as Company Director and Director of Good Corporate Governance and Social Responsibility, effective August 11, 2025. She will continue to serve as Executive Director.

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. Associate Professor Dr. PITAK LAOKIRKKIAT	Chairman of the board of directors		✓		✓	✓
2. Dr. PRAMUK VONGTANAKIAT	Vice-chairman of the board of directors		✓		✓	✓
3. Ms. PIYADA WIRATPONG	Director	✓				✓
4. Dr. PORRAWAN TANGTHAM	Director	✓				✓
5. Mr. BHAWAT YUPABHORN	Director		✓	✓		
6. Mr. SANSKRIT VICHITLEKARN	Director		✓	✓		
7. Mr. APICHIT SANTINGAMKUL	Director		✓	✓		
8. Dr. RUNGLERD INKKANUN	Director		✓	✓		
9. Mr. KORAPAT AJCHARIYAMARNEEKUL	Director		✓		✓	✓
Total (persons)		2	7	4	3	5

Overview of director skills and expertise

Skills and expertise	Number (persons)	Percent (%)
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Skills and expertise	Number (persons)	Percent (%)
1. Health Care Services	6	66.67
2. Law	1	11.11
3. Accounting	2	22.22
4. Finance	2	22.22
5. Corporate Social Responsibility	1	11.11
6. Human Resource Management	1	11.11
7. Sustainability	1	11.11
8. IT Management	2	22.22
9. Digital Marketing	1	11.11
10. Risk Management	3	33.33
11. Audit	2	22.22
12. Internal Control	3	33.33
13. Budgeting	1	11.11
14. Governance/ Compliance	5	55.56
15. Business Administration	3	33.33

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

	2023	2024	2025
The chairman of the board and the highest-ranking executive are from the same person	-	No	No
The chairman of the board is an independent director	-	No	No
The chairman of the board and the highest-ranking executive are from the same family	No	No	No

	2023	2024	2025
Chairman is a member of the executive board or taskforce	-	Yes	Yes
The company appoints at least one independent director to determine the agenda of the board of directors meeting	Yes	Yes	Yes

Additional explanation :

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

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

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

The measures for balancing the power between the : 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, Appointing an independent director to jointly
consider the agenda of the board of directors meeting

The company has established a governance structure to ensure a balance of power between the Board of Directors and management, clearly separating the roles and responsibilities of the Chairman of the Board, the Executive Chairman, and the Chief Executive Officer, both in terms of oversight and management.

The Chairman of the Board is responsible for overseeing the efficient performance of the Board's duties, ensuring alignment with the organization's primary objectives and goals, setting the direction of meetings, and ensuring that important issues are appropriately included in the agenda. Meanwhile, the Chief Executive Officer is the company's highest executive, responsible for daily operations and conducting business in accordance with the policies, strategies, and governance framework set by the Board.

At each Board meeting, the company has implemented additional measures to enhance the balance of power. The Board of Directors comprises a sufficient proportion of independent directors who play a role in providing independent opinions on important company matters. Independent directors participate in setting the agenda for Board meetings to ensure that issues related to governance and shareholder interests are carefully considered. Furthermore, the Audit Committee, which consists entirely of independent directors, is responsible for overseeing financial reporting, internal control systems, and risk management, operating independently from management.

Authorized signatories of the company

The authorized signatories of the company are Assoc. Prof. Dr. Pitak Laorerkkiat or Dr. Pramook Wongthanakiati, signing jointly with Ms. Piyada Wiratpong or Dr. Parawan Tangtham or Mr. Korapat Atcharyamanikul totaling two persons and affixed with the company's seal.

Composition of the Board of Directors

The composition of the Board of Directors is as follows:

1. The Board of Directors shall consist of no less than 5 directors, and at least half of the total number of directors must reside in the Kingdom of Thailand.

2. The Board of Directors consists of executive directors, non-executive directors, and independent directors. with at least one-third and not less than 3 independent directors, or not less than half if the Chairman of the Board is not an independent director. The qualifications of independent directors comply with the requirements of the Stock Exchange of Thailand.
 3. The Board of Directors shall appoint one person to serve as the Company Secretary. The Company Secretary may or may not be a director.
 4. The shareholders' meeting shall appoint directors according to the following criteria and methods:
 - 4.1. Each shareholder shall have votes equal to the number of shares they hold, with one share equaling one vote. as a director, votes cannot be divided among candidates.
 - 4.3. The persons who receive the highest votes in descending order shall be elected as directors, up to the number of directors to be appointed. to be appointed or elected at that time. In cases where persons elected in subsequent order receive an equal number of votes exceeding The number of directors to be appointed or elected at that meeting shall be decided by the chairman of the meeting.
- The Board of Directors shall elect one director as the Chairman of the Board. The Chairman must not hold the position of Chief Executive Officer. If the Board deems it appropriate, it may consider electing one or more other directors as Vice Chairman of the Board.

as of December 31 2568 The Board of Directors consists of 9 persons. Policy diversity of the Board, which must include diversity in gender, skills, professions, and the company's Board of Directors' competency matrix (Skill Matrix), such as in medicine and nursing, science, law, accounting and finance, information technology and digital security, business administration, corporate governance, innovation, and environment, among others. It should include at least 6 individuals with knowledge of the company's business, at least 2 in law, and at least 3 in accounting and finance. Additionally, the Board of Directors must include independent directors who meet the specified qualifications for independence, which are consistent with and stricter than those stipulated in the Capital Market Supervisory Board's announcements, and comprise at least one-third of the entire Board and no fewer than 3 persons.

Currently, the company has more independent directors than legally required, in accordance with relevant laws and the company's articles of association. There are non-executive directors, as defined by the SEC, numbering 7 persons (percentage 77.78 of the total number of directors) and executive directors, as defined by the SEC, numbering 2 persons (percentage 22.22 of the total number of directors). Currently, there are female directors numbering 2 persons (percentage 22.22 of the total number of directors) and male directors numbering 7 persons (percentage 77.78 of the total number of directors). In addition, the Board of Directors comprises independent directors numbering 4 persons (percentage 44.44 of the total num total directors), which is more than half of the total number of directors and meets the qualifications according to relevant laws).

Information on the roles and duties of the board of directors

Board charter : Have

Roles and Responsibilities of the Board of Directors.

1. Possess diverse knowledge, abilities, skills, and expertise, demonstrate leadership, and have experience beneficial to business operations, along with dedication and ethical conduct in business.
2. Perform duties with responsibility, prudence, integrity, and care for the company's interests, and in compliance with laws, objectives, and regulations of the company, as well as resolutions of the shareholders' meeting, including

regulations of the Stock Exchange of Thailand and the Securities and Exchange Commission, in accordance with good corporate governance principles.

3. Have the duty to define the company's vision, policies, and operational direction, and to supervise and oversee that the management operates efficiently and effectively in accordance with established policies to maximize economic value for shareholders and ensure sustainable growth.
4. Establish policies, goals, plans, business strategies, and annual budgets.
5. Control, supervise, and oversee that the management operates efficiently in accordance with established policies and budgets.
6. Be consistently responsible to shareholders, operate by safeguarding shareholders' interests, and disclose material information to investors accurately, completely, with standards, and transparently.
7. Evaluate the performance and determine the remuneration of directors and senior executives.
8. Be responsible for the performance and duties of the management, acting with diligence and prudence in their operations.
9. Oversee the establishment of clear and measurable business objectives to serve as guidelines for setting operational goals, considering feasibility and reasonableness.
10. Oversee the ethical conduct of business operations and work.
11. Oversee that the management has an appropriate and effective risk management system.
12. To consider and make decisions on significant matters, including policies and business plans, major investment projects, management authority, the acquisition or disposal of assets, and other matters as required by law.
13. Define the authority and approval levels for transactions and various operations related to the company's work for appropriate committees or individuals, in compliance with relevant laws, by preparing an operational authority manual and reviewing it at least once a year.
14. Ensure reliable accounting systems, financial reporting, and auditing, as well as oversee the process for assessing the adequacy of internal controls.
15. Ensure the company has effective internal control and internal audit systems.
16. Arrange for the Annual General Meeting of Shareholders to be held within 4 months from the end of each fiscal year.
17. Approve the proposal for the appointment of auditors and consider the annual audit fees for submission to shareholders for approval of the appointment.
18. Report on the Board of Directors' responsibility in preparing financial statements, presented alongside the auditor's report in the annual report, and covering important matters in accordance with the good practice guidelines for directors of listed companies of the Stock Exchange of Thailand.
19. Have the authority to appoint, assign, or recommend. Sub-committees. or a working group to consider or act on any matter deemed appropriate by the Board of Directors.
20. Oversee the performance of various sub-committees in accordance with their established charters.
21. Have the authority to consider and approve any matters that are necessary and related to the company, or deemed appropriate for the benefit of the company.
22. 22. Appoint one or more directors or other persons to act on behalf of the Board of Directors. However, the authorized person must not have the authority to approve transactions in which such person or a person who may have a conflict of interest (. Persons who may have a conflict of interest. shall have the meaning as defined in the announcement of the Securities and Exchange Commission) has an interest or may have a conflict of interest in any other manner with the company or its subsidiaries.

Unless otherwise specified, the following matters may only be carried out after obtaining prior approval from the Shareholders' meeting.

- Matters required by law to be approved by a resolution of the shareholders' meeting.
- Transactions in which a director has an interest and which are required by law or Stock Exchange regulations to be approved by the shareholders' meeting.

- In addition, in the following cases, approval must be obtained from the Board of Directors' meeting and the Shareholders' meeting with a vote of not less than three-fourths of the total votes of the shareholders attending the meeting and having the right to vote.
- The sale or transfer of all or a significant part of the company's business to another person.
- The acquisition or transfer of business from other public companies or other private companies to the Company.
- The making, amending, or terminating of contracts concerning the leasing of all or a significant part of the company's business, the assignment of the company's business management to another person, or the merger of business with another person with the objective of sharing profits and losses.
- Issuance of new shares to creditors of the company under a debt-to-equity conversion scheme.
- Reduction of the company's registered capital by reducing the number of shares or reducing the par value of shares.
- Capital increase, capital decrease, issuance of debentures, merger or dissolution of the company.
- Any other matters as prescribed by law.

Provided that any matter where. Directors and/or persons related to directors. interest or conflict of interest with the company or its subsidiaries. Directors and/or persons related to directors. who has such an interest or conflict of interest shall not have the right to vote on that matter.

23. The Board of Directors must conduct self-assessment of performance and evaluate overall performance. Furthermore, the Board of Directors also has the duty to oversee the company's compliance with securities and exchange laws, and Stock Exchange regulations, such as connected transactions, acquisition or disposition of assets, in accordance with the rules of the Stock Exchange of Thailand or announcements of the Securities and Exchange Commission, the Capital Market Supervisory Board, or laws related to the company's business.

24. Have the duty to establish policies and oversee that the company has an effective system to support anti-corruption, ensuring that management is aware of and prioritizes the implementation of such policies, as well as fostering anti-corruption concepts and behaviors as part of the organizational culture. The Board of Directors must strictly adhere to and implement anti-corruption measures.

Information on subcommittees

Information on subcommittees

Information on roles of subcommittees

Roles of subcommittees

Audit Committee

Role

- Audit of financial statements and internal controls

Scope of authorities, role, and duties

1. Review financial reports to ensure their accuracy, reliability, and adequate disclosure, in coordination with external auditors and management responsible for preparing both quarterly and annual financial reports.
2. Review the company's internal control system for suitability and effectiveness, and may recommend a review or audit of any items deemed necessary and important. This includes presenting recommendations for significant and necessary improvements to the internal control system to the Board of Directors, in conjunction with external

auditors and internal auditors.

3. Review compliance with the Securities and Exchange Act B.E. 2535, including announcements, regulations, and/or rules of the Securities and Exchange Commission and the Stock Exchange of Thailand, and other laws related to the company.

4. Consider selecting and proposing the appointment of independent individuals to serve as auditors to audit the company's accounts, control systems, and financial statements. The Audit Committee has the authority and responsibility to select, evaluate, propose remuneration, and oversee the work of the audit firm or any other audit procedures, review services, or assurance services for the company by the company's auditors to the Board of Directors. Each auditor and audit firm will report directly to the Audit Committee. The Audit Committee has the authority to approve the initial terms and fees for audit services and other services proposed by the auditors. The Audit Committee will provide recommendations to the Board of Directors for submission to shareholders at the Annual General Meeting of Shareholders for approval of the appointment of auditors and audit fees. 5. Meet and discuss with management and auditors as appropriate regarding audit issues and limitations, as well as management's actions concerning such issues or limitations, and the company's risk management and assessment policies, including significant financial risks and management's measures to control and mitigate such risks. Furthermore, the Audit Committee must resolve any conflicts between management and auditors related to financial reports, and attend meetings with auditors without management present at least once a year.

6. Promote and ensure the independence of auditors. The Audit Committee must discuss with auditors their independence from management and the company, including any relationships or services between the auditors and the company, as well as any other relationships that may affect the auditors' objectivity.

7. Review the company's financial reports, financial reporting standards, and accounting policies, as well as significant changes in financial reporting standards, principles, or guidelines, including critical accounting judgments that affect the company's financial reports, encompassing choices, reasonableness, and the outcomes of such judgments.

8. Consider connected transactions or transactions that may involve conflicts of interest to ensure compliance with laws and stock exchange regulations, thereby ensuring that such transactions are reasonable and provide maximum benefit to the company.

9. Review and approve or ratify any transactions between the company and related parties that are required to be disclosed under the regulations of the Securities and Exchange Commission.

10. Review the company's internal audit plan according to generally accepted methods and standards.

11. Acknowledge the results of enterprise risk management, including guidelines for establishing control or mitigation measures, and the continuous development of an effective enterprise risk management system. 12.

Report the performance of the Audit Committee to the Board of Directors at least once a year.

13. Participate in providing opinions on the appointment, removal, and performance evaluation of personnel in the internal audit unit.

14. In performing its duties, the Audit Committee has the authority to invite relevant management, executives, or employees of the company to provide opinions, attend meetings, or submit documents deemed relevant or necessary.

15. Have the authority to engage consultants or external parties, in accordance with company regulations, to provide opinions or advice when necessary.

16. The Audit Committee must evaluate its performance through self-assessment and report the evaluation results, along with any operational problems or obstacles that may prevent the achievement of the Audit Committee's objectives, to the Board of Directors annually.

17. Consider reviewing and revising the Audit Committee Charter.

18. In cases where transactions or actions are found or suspected to have a significant impact on the company's financial position and operating results, such as transactions involving conflicts of interest, fraud, irregularities, significant deficiencies in the internal control system, or violations of securities laws and regulations of the Stock

Exchange of Thailand, the Audit Committee shall report to the Board of Directors for corrective action within a period deemed appropriate by the Audit Committee. If the Board of Directors or management fails to implement corrective actions within the period deemed appropriate by the Audit Committee, any member of the Audit Committee may report such transactions or actions to the Securities and Exchange Commission or the Stock Exchange of Thailand.

19. Ensure that the company has channels for receiving whistleblowing reports and complaints regarding inappropriate financial statements or other issues, assuring whistleblowers that there is an independent review process and appropriate follow-up actions.

20. In necessary cases, the Audit Committee may seek advice from external consultants or professional experts regarding audit operations, with the company being responsible for expenses in accordance with company regulations.

21. Acknowledge compliance with regulations and provide recommendations to management regarding compliance with relevant laws, rules, and other regulations, including adherence to anti-corruption policies, the company's good corporate governance guidelines, and business ethics.

22. Acknowledge enterprise risk management to ensure that the risk management system is appropriate and effective, consistent with the company's internal control system.

23. Acknowledge the accuracy of reference documents and self-assessment forms regarding the company's anti-corruption measures.

24. Perform other duties as assigned by the Board of Directors within the scope of the Audit Committee's functions and responsibilities.

Reference link for the charter

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Executive Committee

Role

- Others
- Setting and Reviewing Strategies, Goals, and Annual Plans

Scope of authorities, role, and duties

1. To prepare and propose policies, objectives, business strategies, and annual work plans, define business plans, annual budgets, and various management authorities of the company for approval by the Board of Directors.
2. To be responsible for managing the company's affairs in accordance with the company's direction, objectives, and business policies.
3. To be responsible for the company's operations in compliance with laws, objectives, company regulations, resolutions of shareholders' meetings, resolutions of the Board of Directors' meetings, and relevant operational procedures. To establish the organizational structure and define job positions within the company, including revisions. After implementation, to report to the Board of Directors for acknowledgment. To review and revise the Executive Board Charter and present it to the Board of Directors for consideration and approval.
4. To have the authority to consider and approve expenditures for investments or various operations, borrowing or requesting any credit from financial institutions, lending money, as well as acting as a guarantor for the company's normal transactions and for the benefit of operating in accordance with the company's objectives, within the specified limits. Such actions must comply with the announcements of the Stock Exchange of Thailand, the Securities and Exchange Commission, the Capital Market Supervisory Board, or any other relevant laws.
5. To define the organizational structure and management authority, covering details of selection, hiring, transfer, training, and termination of the company's executive or senior management employees, by assigning the company's Managing Director the authority to sign employment contracts on behalf of the company.

6. To supervise and approve matters related to the company's operations, and may appoint or assign one or more persons to act on behalf of the Executive Board as deemed appropriate. The Executive Board may revoke, change, or amend such authority.
7. To have the authority to appoint various consultants necessary for the company's operations or to comply with relevant laws.
8. To perform any other duties as assigned by the Board of Directors. However, the delegation of duties and responsibilities of the Executive Board shall not constitute a delegation of authority or sub-delegation that allows the Executive Board or its delegates to approve transactions in which they or persons who may have a conflict of interest (as defined in the announcements of the Securities and Exchange Commission) have a stake or may have any other conflict of interest with the company and/or its subsidiaries, unless it is an approval of transactions that are in the nature of business operations in accordance with the policies and criteria approved by the Board of Directors, which comply with the Securities and Exchange Act B.E. 2535, including announcements, regulations, and/or rules of the Securities and Exchange Commission and the Stock Exchange of Thailand, and other relevant laws.

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

Recruitment:

1. Establish criteria and policies for the recruitment of company directors, sub-committee directors, and subsidiary company directors, considering the appropriateness of the number, structure, and composition of the board. Define qualifications for directors to propose to the Board of Directors and/or seek approval from the Shareholders' Meeting, as the case may be.
2. Consider, select, and propose suitable individuals for appointment as company directors whose terms have expired, and/or whose positions have become vacant, and/or for additional appointments, as the case may be.
3. Consider the recruitment of the Chairman of the Board and the Chief Executive Officer.
4. Perform any other recruitment-related tasks as assigned by the Board of Directors. Remuneration Consideration:
5. Develop criteria and policies for determining the remuneration of the Board of Directors, sub-committee directors, and executives to propose to the Board of Directors and/or seek approval from the Shareholders' Meeting, as the case may be.
6. Determine necessary and appropriate remuneration, both monetary and non-monetary, for the Board of Directors in accordance with the structure. In determining the remuneration of the Board and company executives, consider the appropriateness of duties, responsibilities, performance, comparison with companies in similar businesses, and the expected benefits from the directors and company executives, to propose to the Board of Directors for consideration and submission to the Board meeting for approval.
7. Consider and approve the determination of annual remuneration for directors.
8. Be responsible to the Board of Directors and have the duty to provide explanations and answer questions regarding the remuneration of directors, sub-committee directors, and senior executives of the company at the Shareholders' Meeting.
9. Report the policies, principles, and rationale for determining the remuneration of directors and executives in accordance with the regulations of the Stock Exchange of Thailand, to be disclosed in the Annual Registration

Statement / Annual Report (Form 56-1 One Report).

10. Perform any other remuneration-related tasks as assigned by the Board of Directors. The management and various departments must report or present relevant information and documents to the Nomination and Remuneration Committee to support the committee's operations in fulfilling its assigned duties.

11. Consider and approve the review of the succession plan policy and monitor the implementation of the succession plan for submission to the Board of Directors.

12. Promote continuous training related to board duties and business knowledge for directors and executives to enhance their potential.

13. Consider and approve changes in the company's representatives appointed as directors in the company and its subsidiaries before submitting to the Board of Directors for further consideration and approval.

14. Consider providing opinions on the performance evaluation results of C-Level executives to be used as information for developing the Succession Plan.

Reference link for the charter

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Corporate Governance and Sustainability Committee

Role

- Corporate governance
- Sustainability development
- Climate-related risks and opportunities governance

Scope of authorities, role, and duties

1. Consider and approve policies, strategies, goals, practices, and action plans for good corporate governance and social responsibility, and propose them to the Board of Directors for consideration and approval.

2. Promote the participation of the Board of Directors, executives, and employees in the company's good corporate governance and social responsibility activities.

3. Oversee compliance with relevant policies and/or regulations regarding the company's good corporate governance and social responsibility.

4. Monitor and regularly report performance to the Board of Directors after each meeting of the Good Corporate Governance and Social Responsibility Committee.

5. Regularly review and propose revisions to the company's good corporate governance and social responsibility policies and practices as appropriate, and recommend to the Board of Directors for continuous updates.

6. Define strategies and directions for operations related to climate change, oversee and monitor operational progress, and establish monitoring and evaluation guidelines to achieve the company's greenhouse gas emission reduction targets.

7. Promote awareness of environmental consciousness and biodiversity throughout the company's business supply chain.

8. Encourage the creative and sustainable adoption of modern, environmentally friendly innovations in business operations.

9. Perform any other duties related to good corporate governance, social responsibility, and environmental matters as assigned by the Board of Directors.

10. Disclose information regarding the company's good corporate governance, social responsibility, and environmental performance to stakeholders and the public.

Reference link for the charter

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Enterprise Risk Management Committee

Role

- Risk management

Scope of authorities, role, and duties

1. Present risk management policies and frameworks for the Board of Directors' consideration and approval. 2. Define, review, and develop organizational risk management policies, frameworks, acceptable risk levels for each significant area, and establish Key Risk Indicators (KRIs). 3. Monitor the organization's risk management processes. 4. Oversee and support the implementation of organizational risk management in alignment with business strategies and objectives, as well as changing circumstances. 5. Report a summary of risk management results to the Board of Directors and/or report significant risk issues to the Audit Committee. 6. Consider the organizational risk management performance report and provide comments on potential risks, including defining guidelines for control or mitigation measures and continuously developing an effective organizational risk management system. 7. Consider the report on the assessment of fraud opportunities, including their impacts, covering various types of fraud such as false financial reporting, asset misappropriation, corruption, management override of internal controls, alteration of critical report data, and improper acquisition or disposal of assets. 8. Report the organizational risk management results to the Board of Directors for acknowledgment, and in cases of significant factors or events that may materially impact the company, report to the Board of Directors for immediate awareness and consideration. 9. Hold Risk Management Committee meetings at least once per quarter to consider, discuss, and undertake any actions necessary to fulfill responsibilities. 10. Perform any other duties as assigned by the Board of Directors. 11. Consider and evaluate opportunities arising from risk management, including value creation and new opportunities such as market expansion, new technology development, or innovation, which may strengthen the organization in the long term, while also assessing the impact of utilizing these opportunities and adjusting risk management strategies to align with changing circumstances.

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
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List of directors	Position	Appointment date of audit committee member	Skills and expertise
1. Mr. SANSKRIT VICHITLEKARN^(*) Gender: Male Age : 55 years Highest level of education : Doctoral degree Study field of the highest level of education : Accounting Thai nationality : Yes Residence in Thailand : Yes Expertise in accounting information review : Yes	Chairman of the audit committee (Non-executive directors, Independent director) Director type : Existing director	7 Nov 2022	Accounting, Finance, Internal Control, Budgeting, Governance/ Compliance
2. Mr. BHAWAT YUPABHORN^(*) Gender: Male Age : 53 years Highest level of education : Master's degree Study field of the highest level of education : Economics 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	7 Nov 2022	Accounting, IT Management, Risk Management, Audit, Internal Control
3. Mr. APICHIT SANTINGAMKUL Gender: Male Age : 56 years Highest level of education : Master's degree Study field of the highest level of education : Law 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 : Existing director	7 Nov 2022	Health Care Services, Law, Audit, Internal Control

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
1. Associate Professor Dr. PITAK LAOKIRKKIAT Gender: Male Age : 57 years Highest level of education : Bachelor's degree Study field of the highest level of education : Medicine Thai nationality : Yes Residence in Thailand : Yes	The chairman of the executive committee	7 May 2022
2. Dr. PRAMUK VONGTANAKIAT Gender: Male Age : 55 years Highest level of education : Bachelor's degree Study field of the highest level of education : Medicine Thai nationality : Yes Residence in Thailand : Yes	Vice-chairman of the executive committee	7 Nov 2022
3. Ms. PHASIREE ORAWATTANASRIKUL Gender: Female Age : 50 years Highest level of education : Master's degree Study field of the highest level of education : Finance Thai nationality : Yes Residence in Thailand : Yes	Member of the executive committee	7 Nov 2022

List of committee members	Position	Appointment date of executive committee member
4. Ms. PIYADA WIRATPONG Gender: Female Age : 56 years Highest level of education : Bachelor's degree Study field of the highest level of education : Medical Technology Thai nationality : Yes Residence in Thailand : Yes	Member of the executive committee	7 Nov 2022
5. Dr. PORRAWAN TANGTHAM Gender: Female Age : 43 years Highest level of education : Bachelor's degree Study field of the highest level of education : Medicine Thai nationality : Yes Residence in Thailand : Yes	Member of the executive committee	7 Nov 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. Mr. KORAPAT AJCHARIYAMARNEEKUL Gender: Male Age : 50 years Highest level of education : Master's degree Study field of the highest level of education : Internet and Ecommerce Thai nationality : Yes Residence in Thailand : Yes Expertise in accounting information review : Yes	Member of the executive committee	12 Aug 2025	-

Other Subcommittees⁽³⁾

Subcommittee name	Name list	Position
Nomination and Remuneration Committee.	Dr. PRAMUK VONGTANAKIAT	The chairman of the subcommittee
	Dr. RUNGLERD INKKANUN	Member of the subcommittee (Independent director)
Corporate Governance and Sustainability Committee	Dr. RUNGLERD INKKANUN	The chairman of the subcommittee (Independent director)
Enterprise Risk Management Committee	Mr. BHAWAT YUPABHORN	The chairman of the subcommittee (Independent director)
	Ms. PIYADA WIRATPONG	Member of the subcommittee
	Dr. PORRAWAN TANGTHAM	Member of the subcommittee
	Mr. Amorn Trairatassawa	Member of the subcommittee

Remark: ⁽³⁾ • Ms. Ajjamaporn Naowasuwan resigned from the position of Risk Management Committee Member, effective 31 August 2025. • Ms. PHASIREE ORAWATTANASRIKUL resigned from the positions of Director and Corporate Governance and Social Responsibility Committee Member, effective 11 August 2025. However, she continues to serve as an Executive Committee Member. • Mr. Korapat Ajcharyamarneekul was appointed as a Director to replace Ms. Pasiri Orawattanasrikul, effective 12 August 2025. • Assoc. Prof. Dr. Karndee Leoparote resigned from the positions of Director, Nomination and Remuneration Committee Member, and Corporate Governance and Social Responsibility Committee Member, effective 16 December 2025. • Assoc. Prof. Dr. AKE PATTARATANAKUN resigned from the positions of Director and Corporate Governance and Social Responsibility Committee Member, effective 16 December 2025.

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

Subcommittee name	Name list	Position	Date of resignation / termination	Replacement committee member
Nomination and Remuneration Committee.	Assistant Professor Dr. KARNDÉE LEOPAIROTE	Member of the subcommittee (Independent director)	16 Dec 2025	Mr. APICHIT SANTINGAMKUL Appointment date of replacement committee member : 23 Feb 2026

Subcommittee name	Name list	Position	Date of resignation / termination	Replacement committee member
Corporate Governance and Sustainability Committee	Assistant Professor Dr. KARNDEE LEOPAIROTE	Member of the subcommittee (Independent director)	16 Dec 2025	Mr. SANSAKRIT VICHITLEKARN Appointment date of replacement committee member : 23 Feb 2026
	Assistant Professor Dr. AKE PATTARATANAKUN	Member of the subcommittee (Independent director)	16 Dec 2025	Mr. BHAWAT YUPABHORN Appointment date of replacement committee member : 23 Feb 2025
	Ms. PHASIREE ORAWATTANASRIKUL	Member of the subcommittee	11 Aug 2025	-
Enterprise Risk Management Committee	Ms. Ajjhamaporn Naowasuwan	Member of the subcommittee	31 Aug 2025	-
	Mr. KORAPAT AJCHARIYAMARNEEKUL	Member of the subcommittee	12 Aug 2025	Mr. Nathee Tungchitsodsai Appointment date of replacement committee member : 23 Feb 2026

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. Mr. Nathee Tungchitsodsai Gender: Male Age : 55 years Highest level of education : Bachelor's degree Study field of the highest level of education : Bachelor of Pharmacy 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)	16 Oct 2025	Business Administration, Corporate Management, Leadership, Health Care Services
2. Mr. Amorn Trairatassawa (*) Gender: Male Age : 48 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 : No	Chief Accounting and Finance Officer	7 Nov 2022	Accounting, Finance, Audit, Internal Control, Budgeting

List of executives	Position	First appointment date	Skills and expertise
3. Ms. PIYADA WIRATPONG Gender: Female Age : 56 years Highest level of education : Bachelor's degree Study field of the highest level of education : Medical Technology Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : No	Chief Laboratory Officer	7 Nov 2022	Health Care Services, Risk Management, Governance/ Compliance
4. Ms. Chutima Sririt Gender: Female Age : 44 years Highest level of education : Master's degree Study field of the highest level of education : Psychology Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : No	Chief Operations Officer	3 Nov 2025	Health Care Services, Data Analysis, Strategic Management

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 : 31 Dec 2025
 executive and the next four executives as of date

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

Remuneration policy for executive directors and executives

The company sets executive compensation at an appropriate rate, consistent with the company's performance and the compensation structure of executives in peer companies within the same industry. This is determined

by considering organizational goals, the company's performance, and the roles, duties, and responsibilities of the executives. Furthermore, the payment of executive compensation shall adhere to the criteria and policies established by the Nomination and Remuneration Committee.

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

The determination of remuneration for the Board of Directors, sub-committees, and top executives shall be considered according to the following guidelines:

1. The Board of Directors is responsible for determining the remuneration of the company's directors, sub-committee members, and top executives (Chief Executive Officer). This determination considers the appropriateness of duties, responsibilities, performance, type/size of the company's business, and the expected benefits from each individual. The remuneration must be at an appropriate level, sufficient to attract and retain qualified personnel, and comparable to companies in similar businesses. Furthermore, the type of remuneration, payment methods, and appropriate amount of remuneration must also be considered.
2. If there is a proposal to adjust the remuneration rate of the Chief Executive Officer (CEO), the Board of Directors shall consider and approve such item.
3. The consideration of remuneration for the Board of Directors and sub-committee members shall be submitted to the shareholders' meeting for annual approval.

Policy and methods for determining executive remuneration

The company sets executive remuneration at an appropriate rate, consistent with the company's performance and the income structure of executives in the same industry group. This considers organizational goals, company performance, as well as the roles, duties, and responsibilities of executives. The payment of executive remuneration shall comply with the criteria and policies established by the Nomination and Remuneration Committee.

Remuneration of executive directors and executives

Monetary remuneration of executive directors and executives

	2023	2024	2025
Total remuneration of executive directors and executives (baht)	32,526,362.86	31,869,313.69	24,506,088.55
Total remuneration of executives (baht)	32,526,362.86	31,869,313.69	24,506,088.55

Other remunerations of executive directors and executives

	2023	2024	2025
Company's contribution to provident fund for executive directors and executives (Baht)	0.00	232,545.64	164,693.47
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 : 0.00

Estimated remuneration of executive directors and executives in the current year : 4,625,534.41

Other significant information

Other significant information

Assigned person

List of persons assigned for accounting oversight

General information	Email	Telephone number
1. Acting Sub Lieutenant Worawit Numkao	worawit.n@gfc.co.th	-

List of the company secretary

General information	Email	Telephone number
1. Ms. Tanaphat tohmadlae	secretary@gfc.co.th	-

List of the head of internal audit or outsourced internal auditor

General information	Email	Telephone number
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General information	Email	Telephone number
1. Mr. Karun Peerabul	karun@ppia.co.th	-

List of the head of the compliance unit

Head of investor relations

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

List of the head of investor relations

General information	Email	Telephone number
1. Mr. Amorn Triratassawa	Amorn.t@gfc.co.th	-

Company's auditor

Details of the company's auditor

Audit firms	Audit fee (Baht)	Other service fees	Names and general information of auditors
SP AUDIT COMPANY LIMITED 475 SIRIPINYO BUILDING, 16 FLOOR, UNIT 1601, SRIAYUTHAYA ROAD, THANON PHAYA THAI RATCHATHEWI Bangkok 10400 Telephone number +66 2354 2192-4	1,350,000.00	Types of non-audit service : Agreed-Upon Procedures Details of non-audit service : The Company and its subsidiaries paid for other services beyond audit engagements, including auditors' travel expenses for inspections, overtime charges, document delivery fees, and expenses for preparing financial statements in English, etc. Total non-audit fee 210,345.01 baht	1. Ms. SUSAN EIAMVANICHA Email: susan.e@spaudit.co. th License number: 4306 2. Ms. WANRAYA PUTTASATIEAN Email: wanraya.p@spaudit. co.th License number: 4387 3. Mr. SUCHART PANITCHAROEN Email: suchart.p@spaudit. co.th License number: 4475 4. Ms. CHUENTA CHOMMERN Email: chuenta.c@spaudit. co.th License number: 7570

Audit firms	Audit fee (Baht)	Other service fees	Names and general information of auditors
			5. Ms. WARAPORN INTARAPRASIT Email: waraporn.i@spaudit. co.th License number: 7881 6. Ms. WANDEE EIAMVANICHA Email: wandee.e@spaudit. co.th License number: 8210 7. Mr. KIATISAK VANITHANONT Email: kiatisak.v@spaudit. co.th License number: 9922 8. Ms. AMORNRAT CHAEUTHONGBORISUT Email: amornrat.c@spaudit. co.th License number: 10998 9. Ms. CHONTHICHA LERTWILAI Email: chonthicha. l@spaudit.co.th License number: 12258

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 Board of Directors is committed to conducting business in accordance with the law. Objectives, regulations, and resolutions of the company's shareholders' meetings, as well as good corporate governance principles (Corporate Governance) as prescribed by the Stock Exchange of Thailand ("SET") and good corporate governance principles 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 monitors the company's operating results and financial status every quarter, and jointly considers and plans strategies and policies for business operations to ensure the company can operate continuously and adapt to various changing factors that may affect the business, thereby enabling the company to operate smoothly and enhance its competitiveness in the future.

Moreover, the Board of Directors oversees the adequacy of the company's internal control system and consistently manages the company's risks, while ensuring the disclosure of accurate, 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. RUNGLERD INKKANUN	Director	7 Nov 2022	Health Care Services, Corporate Social Responsibility, Sustainability, Governance/ Compliance, Business Administration

List of newly appointed director to replace the ex-director

List of directors	Position	First appointment date of director	Skills and expertise
Mr. KORAPAT AJCHARIYAMARNEEKUL	Director	12 Aug 2025	Digital Marketing, Business Administration, IT Management

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

Selection of independent directors

Criteria for selecting independent directors

Company Directors and Independent Directors

Consider and nominate individuals with appropriate qualifications and expertise to serve as company directors, sub-committee members, and Chief Executive Officer, as well as review their backgrounds to ensure they meet all qualifications specified in the company's various charters and laws. relevant laws, and does not conflict with laws related to the company's business operations. The company has a policy to appoint independent directors of at least one-third of the total number of directors and no fewer than 3 persons. as of 31 December 2025 The Board of Directors consists of independent directors. 4 persons out of the total number of directors. 9 persons which is not less than one-third of the total number of directors and more than half of the total number of directors. Mod

The Board of Directors sets a policy that independent directors shall serve continuously for no more than 9 years, without exception, from the date of their initial appointment as independent directors, and independent directors shall not serve for more than 9 years.

Appointment of the Chairman of Independent Directors

The Board of Directors in the meeting meeting No. 9/2025 which met on 10 November 2025 Upon the recommendation of the independent directors, appointed Asst. Prof.Dr.Sansakrit Vichit Lekakarn Serves as the Chairman of the Independent Directors for meetings of independent directors without management present. No. 1/2025 on 10 November 2025 and No.2/2025 on 15 December 2025 Serves as the Chairman of the Independent Directors, who Independent directors contribute to promoting the Board of Directors' performance of duties in accordance with good corporate governance principles and ensuring fair protection of all stakeholders' interests.

The Chairman of the Independent Directors holds office for the term of each appointment cycle and is assigned the following duties and responsibilities:

1. Chairs meetings of independent directors and acts as a representative of independent directors in discussions with the Chairman and management on matters related to governance and other important issues deemed appropriate by the independent directors.
2. Arrange for independent directors' meetings at least once a year, and may invite management, relevant parties, or other appropriate persons to attend to clarify or provide information on related matters.
3. Serves as the primary coordinator among the Chairman, independent directors, and the President on matters related to the Board.

4. together with the Chairman and the President, to set the agenda to ensure that important matters are included for the Board of Directors' consideration and acknowledgment at Board of Directors' meetings. and in Board meetings without executive directors.

The company's directors must possess the following qualifications:

1. Company directors must possess qualifications and not have prohibited characteristics as stipulated in the Public Company Limited Act B.E. 2535, and must not exhibit characteristics indicating a lack of suitability to be entrusted with managing a public company, as prescribed by the Securities and Exchange Commission.
2. Is a person of integrity, ethics, and has a good work history.
3. Possesses knowledge or experience in business administration, finance, accounting, or other areas deemed appropriate by the Board of Directors.
4. 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. A company director should hold directorships in no more than 5 listed companies on the Stock Exchange of Thailand.
6. Other qualifications that may be further specified to comply with laws and other appropriateness later.

Independent directors must possess the following qualifications:

1. Holds no more than 1% of the paid-up registered capital of the company, its subsidiaries, or associated companies, including the shareholding of related persons of independent directors.
2. Not a director authorized to sign on behalf of the company, an employee, staff, or consultant receiving a regular salary from the company. subsidiaries, associated companies, or major shareholders.
3. Not a director assigned to be responsible for the normal business operations of the company, its subsidiaries, associated companies, or major shareholders.
4. Has no direct or indirect benefits or interests, whether financial or managerial.
5. Not an auditor of the company, its subsidiaries, or potentially conflicting entities.
6. Not a professional service provider who receives service fees exceeding 2 million baht per year from the company, its subsidiaries, or potentially conflicting entities.
7. Not a related person or close relative of executives or major shareholders.
8. Not a director appointed as a representative to protect the interests of directors of the company, its subsidiaries, or major shareholders.
9. Has no other characteristics that would prevent them from providing independent opinions on the company's operations.

In accordance with the company's good corporate governance principles, the number of independent directors must be at least one-third of the total number of directors, which complies with legal requirements. There must be at least one-third and no fewer than 3 independent directors. Currently, the company has a total number of independent directors. total 4 persons. The company's independent directors have a term of office not exceeding 3 terms or 9 years, without exception, and commencing from the annual extraordinary general meeting of shareholders. 2565 onwards. Currently, no independent director holds office beyond the specified term.

Election and Tenure of Company Directors

Board of Directors' Meeting No. 10/2568 Date 15 December 2568 has resolved to approve the Board of Directors' Charter, which specifies the election and tenure of the company's directors as follows:

1. One shareholder has one vote per one share.
2. In the election of directors, voting may be conducted by individual ballot, one person at a time, or several persons at a time, as the shareholders' meeting deems appropriate. However, in each resolution, shareholders must cast all their votes as per item 1; votes cannot be divided among candidates. Therefore, shareholders cannot divide their votes in the election of directors to give more or less to any person, as per Section 70. paragraph one of the Public Company Act (NON-CUMULATIVE VOTING only).
2. In voting for the election of directors, a simple majority shall be used. In case of a tie, the chairman of the meeting shall cast the deciding vote.
3. When any director resigns from office, they may also submit their resignation letter to the registrar for acknowledgment.
4. The Board of Directors recognizes the effectiveness of performing duties as a company director. therefore emphasizes that the number of companies in which a director holds a position should not be excessive. The company's directors should hold directorships in no more than 5 listed companies on the Stock Exchange of Thailand.

Note: Details are provided in Attachment 5 (Full Corporate Governance Policy and Guidelines, and Full Business Ethics Code prepared by the company).

At every annual general meeting, one-third of the company's directors shall retire from office. If the number of directors cannot be divided exactly into three parts, the number closest to one-third shall retire. Directors who retire by rotation may be re-elected. For the first and second years after the company's registration, the directors to retire shall be determined by drawing lots. In subsequent years, the director who has been in office for the longest period shall retire. In the event that a director's position becomes vacant for reasons other than retirement by rotation, and the remaining term is not less than 2 months, the Board of Directors shall elect a replacement director at the next Board of Directors' meeting. The person appointed as such director shall hold office only for the remaining term of the director he or she replaces.

A director who vacates office may be re-elected. In addition to vacating office upon expiration of term, a director vacates office when:

1. Deceased
2. Resignation
3. Lacks qualifications or possesses prohibited characteristics under the Public Company Limited Act.
4. The meeting resolved to remove.
5. Court order for removal.

The shareholders meeting may resolve to remove any director from office before the end of his or her term by a vote of not less than three-fourths (3/4) of the shareholders present and entitled to vote, provided that such shareholders hold in aggregate not less than one-half of the total shares held by the shareholders present and entitled to vote.

Pre-scheduling Meeting Dates

The company sets meeting dates and regular agendas for Board of Directors' meetings.

in advance each year, with the Company Secretary notifying directors of the meeting dates and regular agendas for the entire year in advance, starting from the end of the year prior to the meetings in the following year, to allow directors

to allocate their time and attend meetings (according to the pre-scheduled meeting calendar). Changes or additional Board of Directors' meetings may be scheduled as deemed appropriate. Each director must attend at least 75% of the Board of Directors' meetings held each year, unless there are reasonable grounds and necessity.

The Company Secretary is responsible for organizing meetings and sending meeting invitations, agendas, and supporting documents to directors at least 7 days prior to the meeting date, to allow directors sufficient time to review the information before attending. This is waived in urgent cases. Each director may request additional information from the Company Secretary and has the independence to propose items for the agenda. The agenda will clearly state whether an item is for acknowledgment, approval, or consideration, and will regularly include performance monitoring items.

Board of Directors' Meeting Date	Shareholders' Meeting Date
4th week of February (YE)	
	April 27, 2569 (AGM)
3rd week of May (Q1)	
3rd week of July (MD 2569)	
3rd week of August (Q2)	
3rd week of November (Q3)	
3rd week of December (YE 2569)	

During the past year 2568, the Board of Directors held a total of 10 meetings. Additionally, non-executive directors had the opportunity to meet independently without management present on two occasions, on November 10, 2568, and December 15, 2568, to discuss and report on key issues of 2568 to plan for the following year's duties. The results of these meetings were reported to the Board of Directors for their acknowledgment.

In the past year, the Board of Directors had cases of fraud.

- None

In the past year, the Board of Directors had cases where non-executive directors resigned due to corporate governance issues.

- None

In the past year, the company's Board of Directors and executives committed ethical misconduct.

- None

Business or professional relationships of independent directors over the past year

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

Selection of directors and the highest-ranking executive

Nomination of Directors and Key Management Personnel

Recruitment of Directors and Senior Executives

Recruitment of Directors

The Nomination and Remuneration Committee considers selecting and recruiting individuals with suitable qualifications in terms of experience, knowledge, and abilities that will benefit the company and are worthy of being nominated as directors, independent directors, or audit committee members, to be proposed to the Board of Directors meeting and the Shareholders' Meeting for consideration and appointment in accordance with the company's regulations. In recruiting directors, the company considers the composition of the Board according to the Board Skill Matrix approved by the Board of Directors, to assess the necessary qualifications, knowledge, skills, and experience of the desired directors, ensuring that the Board's composition aligns with the business strategy of the business group. Additionally, a Director Pool database is used to assist in the consideration of new director recruitment.

Board of Directors Meeting No. 10/2568 On the date of 15 December 2568 has resolved to approve the review of the charter of the Nomination and Remuneration Committee, which defines the scope of authority, duties, and responsibilities, including the recruitment and selection of directors, as follows:

Regarding Recruitment

1. Establish criteria and policies for the recruitment of company directors and sub-committee members, considering the appropriateness of the number, structure, and composition of the Board. Define the qualifications of directors to be proposed to the Board of Directors and/or submitted for approval at the Shareholders' Meeting, as the case may be.
2. Consider recruiting, selecting, and proposing suitable individuals to serve as company directors whose terms have expired, and/or positions become vacant and/or additional appointments are made, as the case may be.
3. Consider recruiting the Chairman of the Board of Directors and the Chief Executive Officer.
4. Perform any other operations related to recruitment as assigned by the Board of Directors.

Board of Directors

As of Date 31 December 2568 The Board of Directors consists of a number of directors 9 persons There are 4 independent directors. The Board has diversity, with skills aligned with the company's business strategy, achieved through the preparation of a Board Skills Matrix. There is also diversity in educational background and experience, without limiting other differences. The Board of Directors considers diversity in ethnicity, race, nationality, background, gender equality, age, religion, skills, culture, knowledge, abilities, experience, and necessary specific characteristics equally and without discrimination. The Board's work is carried out efficiently through the exchange of knowledge, opinions, experiences, and insights, leading to creative and beneficial joint decisions, and enabling the organization to achieve its main objectives and goals sustainably. At least 4 directors possess knowledge of the company's business. Details of directors' profiles appear in the annual report under the heading "Board of Directors".

Details appear in Attachment 1 (Details regarding executive directors, controlling persons, persons assigned ultimate responsibility in accounting and finance, persons directly assigned responsibility for overseeing accounting, company secretary).

Regarding Remuneration Consideration

1. Establish criteria and policies for determining the remuneration of the Board of Directors, sub-committees, and executives to be proposed to the Board of Directors and/or submitted for approval at the Shareholders' Meeting, as the case may be.
2. Determine the necessary and appropriate monetary and non-monetary remuneration for individual company directors in accordance with the structure. The remuneration for the Board of Directors and company executives shall be determined by considering the appropriateness of their duties, responsibilities, performance, and by comparing with companies in similar businesses, as well as the expected benefits from the company's directors and

executives, to be proposed to the Board of Directors for consideration and submitted to the Board meeting for approval.

3. Consider approving the annual remuneration of directors.
4. Responsible to the Board of Directors and has the duty to clarify and answer questions regarding the remuneration of directors, sub-committee members, and senior executives of the company at the Shareholders' Meeting.
5. Report on the policy, principles, and rationale for determining the remuneration of directors and executives, in accordance with the regulations of the Stock Exchange of Thailand, to be disclosed in the Annual Registration Statement / Annual Report (Form 56-1 One Report).
6. perform any other operations related to remuneration determination as assigned by the Board of Directors, by the management and various departments must report or present relevant information and documents to the Nomination and Remuneration Committee to support the committee's operations in fulfilling its assigned duties.
7. Consider approving the review of the Succession Plan policy and monitoring the implementation of the succession plan to be presented to the Board of Directors.
8. Promote continuous training related to board duties and business knowledge for directors and executives to enhance their potential.
9. Consider approving changes to the company's representatives appointed as directors in the company and its subsidiaries before submitting to the Board of Directors for further approval.
10. Consider providing opinions on the performance evaluation results of the Chief Officer of each function. (C-Level) to be used as information for developing the succession plan. (Succession Plan)

Recruitment of Executive Directors, Chief Executive Officer, and Company Executives.

Board of Directors Meeting No. 10/2568 On 15 December 2568 has resolved to approve the succession planning policy, which defines the steps and processes for the succession of the Chief Executive Officer, Chairman of the Executive Board, and other senior executive positions through the Nomination and Remuneration Committee. remuneration, and/or the appointed committee for recruitment/selection and succession planning at the following levels:

1. Chief Executive Officer and Chairman of the Executive Board level

Consider recruiting/selecting and planning for job succession, with the Nomination and Remuneration Committee responsible for preparing the succession plan at the Chief Executive Officer and Chairman of the Executive Board levels for the Board of Directors' consideration. For the recruitment and selection of individuals for the Chief Executive Officer and Chairman of the Executive Board positions, the Nomination and Remuneration Committee monitors the progress of the succession plan. When the positions of Chief Executive Officer and Chairman of the Executive Board become vacant or the incumbents are unable to perform their duties, the company will have a system for executives at a similar or subordinate level to act in the position until qualified individuals are recruited and selected according to the company's criteria, possessing vision, knowledge, abilities, experience, and suitability for the organizational culture.

For the recruitment of executives at the Chief Executive Officer and Chairman of the Executive Board levels, the Nomination and Remuneration Committee shall conduct initial screening to select personnel who possess full qualifications, suitability, knowledge, abilities, skills, and experience beneficial to the company's operations, and a thorough understanding of the company's business. They must be capable of managing operations to achieve the objectives and goals set by the Board of Directors, and then propose them to the Board of Directors for consideration and appointment approval. This is to maintain confidence among investors, the organization, and employees that the company's operations will be continued promptly.

2. Executive level, from department director upwards.

When executive positions, from department director level upwards, become vacant or the incumbent is unable to perform duties in the position, the company will propose the selected successor to the Executive Board and/or the appointed committee for recruitment/selection. The succession planning process for the company's executive level is as follows:

- 2.1. Analyze the company's business situation in terms of strategy, policy, investment plans, and expansion plans.
- 2.2. Assess workforce readiness in alignment with the company's short-term and long-term strategies.
- 2.3. Develop a workforce readiness plan by developing employees or recruiting employees to prepare for replacements.
- 2.4. Create a recruitment plan and employee training and development plan in advance.
employees will retire or leave their positions prematurely.
- 2.5. Define qualifications and competencies, which include knowledge, skills, personality, and desired attitudes.
the aspirations of employees in those positions and prepare individual development plans (Individual Development Plan).
- 2.6. Select, evaluate performance, and assess employee potential to determine suitability.
- 2.7. Utilize personnel testing and evaluation tools to analyze employee potential.
- 2.8. Identify successors based on performance evaluation and potential analysis, with prior notification to employees for handover preparation, job learning, and identification of backup successors.
- 2.9. Develop and evaluate employees who are expected to be successors to determine if they can truly develop and perform as expected. In cases where this is not as expected, proceed as follows:
 - 2.9.1. Proceed with selecting and planning for new succession or
 - 2.9.2. Develop backup successors (if any) or
 - 2.9.3. Recruit and select from external individuals

When a successor meets the qualifications for a higher-responsibility position and a vacancy arises or a new, higher position becomes available, a proposal for promotion and acting appointment (Promotion & Acting) shall be submitted in accordance with the company's policy on job structure. The criteria for considering promotions will be approved by the Chief Executive Officer and the Chairman of the Executive Board.

Method for selecting directors and the highest-ranking executive

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

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

Number of directors from major shareholders

Number of directors from each group of major : 5
shareholders over the past year (persons)

Rights of minority shareholders on director appointment

The Company clearly defines the agenda items to be proposed at the General Meeting of Shareholders, with full disclosure of relevant information for each item, to enable shareholders to adequately review the information before the meeting. The Company places importance on promoting shareholder participation and treating shareholders equally and fairly.

In this regard, the Company has provided an opportunity for shareholders to propose agenda items in advance, Nominate individuals for consideration and appointment as directors, including submitting questions regarding advance agenda items before the Annual General Meeting of Shareholders each year. The Company will stipulate criteria, methods, and timelines for proposing agenda items or nominating individuals to be directors, and will publish such information via the Company's website to ensure shareholders are informed and can conveniently and transparently exercise their rights as specified.

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
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, ethics, and have a good work history. 3. Possess knowledge or experience in business administration, 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 efficiency of performing duties as a company director and therefore emphasizes that the number of companies a director holds positions in 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.	Health Care Services, Law, Accounting, Sustainability

Development of directors over the past year

Details of the development of directors over the past year

List of directors	Participation in training in the past financial year	History of training participation
1. Associate Professor Dr. PITAK LAOKIRKKIAT (Chairman of the board of directors)	Participating	Thai Institute of Directors (IOD) • 2023: Role of the Chairman Program (RCP) • 2022: Director Accreditation Program (DAP)
2. Dr. PRAMUK VONGTANAKIAT (Vice-chairman of the board of directors)	Participating	Thai Institute of Directors (IOD) • 2024: Board Nomination and Compensation Program (BNCP) • 2023: Role of the Chairman Program (RCP) • 2014: Director Certification Program (DCP) Other • 2016: How to Develop a Risk Management Plan (HRP) • 2015: Risk Management Program for Corporate Leader
3. Ms. PIYADA WIRATPONG (Director)	Participating	Thai Institute of Directors (IOD) • 2022: Director Accreditation Program (DAP)
4. Dr. PORRAWAN TANGTHAM (Director)	Participating	Thai Institute of Directors (IOD) • 2022: Director Accreditation Program (DAP)

List of directors	Participation in training in the past financial year	History of training participation
5. Mr. BHAWAT YUPABHORN (Director, Independent director)	Participating	Thai Institute of Directors (IOD) • 2025: Subsidiary Governance Program (SGP) • 2023: Director Certification Program (DCP) • 2023: Successful Formulation & Execution of Strategy (SFE) • 2015: Advanced Audit Committee Program (AACP) • 2013: Director Accreditation Program (DAP) Other • 2022: Hot Issue for Director
6. Mr. SANSKRIT VICHITLEKARN (Director, Independent director)	Participating	Thai Institute of Directors (IOD) • 2025: Boards Roles in Purpose-driven Transition (PDT) • 2025: Strategic Board Master Class (SBM) • 2024: Director Certification Program (DCP) • 2024: ESG in the Boardroom: A Practical Guide for Board (ESG) • 2022: Director Accreditation Program (DAP)
7. Mr. APICHIT SANTINGAMKUL (Director, Independent director)	Participating	Thai Institute of Directors (IOD) • 2022: Director Accreditation Program (DAP)

List of directors	Participation in training in the past financial year	History of training participation
8. Dr. RUNGLERD INKKANUN (Director, Independent director)	Participating	Thai Institute of Directors (IOD) • 2025: Director Certification Program (DCP) • 2025: ESG in the Boardroom: A Practical Guide for Board (ESG) • 2024: Ethical Leadership Program (ELP) • 2024: The Boards Role in Mergers and Acquisitions (BMA) • 2023: Financial Statements for Directors (FSD) • 2022: Board Nomination and Compensation Program (BNCP) • 2022: Director Accreditation Program (DAP)
9. Mr. KORAPAT AJCHARIYAMARNEEKUL (Director)	Participating	Thai Institute of Directors (IOD) • 2025: Director Accreditation Program (DAP)

Information on the evaluation of duty performance of directors

Criteria for evaluating the duty performance of the board of directors

Performance Evaluation of the Board of Directors

The Board of Directors mandates the Company Secretary to arrange for the self-assessment of the Board and its sub-committees, both at the committee and individual levels, at least once a year. The Company Secretary is responsible for presenting and collecting the assessment forms, preparing a summary of the results, and reporting the evaluation results to the Board of Directors for joint consideration of the assessment outcomes and to determine measures for improving the performance of the Board and its sub-committees, including a review of the appropriateness of the Board's structure and composition.

Criteria

The Nomination, Remuneration, and Corporate Governance Committee arranges for the annual performance evaluation of the Board of Directors, both at the committee level and individual level (self-assessment), at least once a year. This is done by adapting the Board's self-assessment guidelines from the Stock Exchange of Thailand to suit the nature and structure of the Board. This framework is used to review the performance of the Board of Directors and to encourage joint consideration of achievements and issues related to the company's operations and good corporate governance. The criteria, procedures, and overall evaluation results are to be disclosed in the annual report.

The topics for evaluating the performance of each Board Committee are as follows:

1. Structure and Qualifications of the Board of Directors
2. Roles, Duties, and Responsibilities of the Board of Directors
3. Board Meetings
4. Director's Performance
5. Relationship with Management
6. Self-Development of Directors and Executive Development
7. Results of the Corporate Governance Assessment of Listed Companies by the Thai Institute of Directors Association.

The topics for evaluating the performance of individual directors (self-assessment) are as follows:

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

Procedures

The Company Secretary will distribute the assessment forms to each director for evaluation, both at the committee and individual (self-assessment) levels. These will then be collected and submitted to the Nomination, Remuneration, and Corporate Governance Committee for performance evaluation. The evaluation results will be discussed at the Board meeting. Any suggestions received from the Board's performance evaluation will be used by the company to improve the effectiveness of the Board's work, aiming for maximum benefit in corporate governance. Results of the performance evaluation of the Board committees and individual directors.

Performance Evaluation of the Chief Executive Officer

For the performance evaluation of the Chief Executive Officer for the year 2025, as there was a change in the CEO position during the year, the company has not yet conducted an evaluation for the said period and is currently considering appropriate criteria and a framework for the evaluation.

Topics for the Performance Evaluation of the Chief Executive Officer

1. Overall organizational management to achieve maximum efficiency based on the company's conditions or requirements.
2. The company's revenue is in line with the business plan and shows growth as determined by the Board of Directors.
3. Formulate marketing strategies to ensure the company grows in accordance with the strategies and plans set by the Board of Directors.
4. Appropriate Human Resource Management, including the development and enhancement of personnel capabilities.
5. Building a positive image for the company.
6. Building business sustainability for the company from environmental, social, and good corporate governance perspectives.
7. Building good relationships with the company's stakeholders, such as employees, customers, and shareholders.
8. Compliance with Laws and Ethical Standards

9. Company Risk Management appropriate for the company.

10. Succession Plan

- Strategy Formulation
- Strategy Implementation
- Financial Planning and Performance
- Relationship with Directors
- External Relationships
- Management and Personnel Relationships
- Succession
- Knowledge of Products and Services
- Personal Attributes

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

Criteria for classifying the evaluation levels of the Board of Directors and Chief Executive Officer, calculated as a percentage of the full score for each item, across 5 levels, as follows:

Score Level	Evaluation Criteria
85 - 100 points	Excellent
75 - 84 points	Good
65 - 74 points	Fairly good
50 - 64 points	Fair
Below 50 points	Needs improvement

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	89.53	100
	Self-assessment	93.61	100
	Cross-assessment (assessment of another director)	None	None
Audit Committee	Group assessment	95.36	100

List of directors	Assessment form	Grade / Average score received	Grade / Full score
	Self-assessment	None	None
	Cross-assessment (assessment of another director)	None	None
Nomination and Remuneration Committee.	Group assessment	93.95	100
	Self-assessment	None	None
	Cross-assessment (assessment of another director)	None	None
Enterprise Risk Management Committee	Group assessment	100	100
	Self-assessment	None	None
	Cross-assessment (assessment of another director)	None	None
Corporate Governance and Sustainability Committee	Group assessment	93.65	100
	Self-assessment	None	None
	Cross-assessment (assessment of another director)	None	None

Performance evaluation criteria for the executives

Performance evaluation criteria for the executives : Yes

Performance Evaluation Topics for the Chief Executive Officer

1. Managing the overall organization efficiently and effectively, based on the Companys conditions, requirements, and applicable policies
2. Ensuring that the Companys revenue aligns with the business plan and achieves growth as set by the Board of Directors
3. Formulating marketing strategies to support the Companys growth in accordance with the strategies and plans approved by the Board of Directors
4. Managing human resources appropriately, including the development and enhancement of employees capabilities
5. Building and maintaining a positive corporate image
6. Promoting business sustainability in terms of environmental, social, and good governance (ESG) aspects
7. Fostering good relationships with the Companys stakeholders, such as employees, customers, and shareholders
8. Ensuring compliance with laws and ethical standards
9. Implementing appropriate enterprise risk management

10. Succession planning

- Strategy formulation
- Strategy execution
- Financial planning and performance
- Relationship with the Board of Directors
- External relations
- Management and personnel relations
- Succession planning
- Knowledge of products and services
- Personal attributes

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 : 10
past year (times)

Date of AGM meeting : 28 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. Associate Professor Dr. PITAK LAOKIRKKIAT (Chairman of the board of directors)	10	/	10	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. Dr. PRAMUK VONGTANAKIAT (Vice-chairman of the board of directors)	10	/	10	1	/	1		/	
3. Ms. PIYADA WIRATPONG (Director)	10	/	10	1	/	1		/	
4. Dr. PORRAWAN TANGTHAM (Director)	10	/	10	0	/	1		/	
5. Mr. BHAWAT YUPABHORN (Director, Independent director)	10	/	10	1	/	1		/	
6. Mr. SANSAKRIT VICHITLEKARN (Director, Independent director)	9	/	10	1	/	1		/	
7. Mr. APICHIT SANTINGAMKUL (Director, Independent director)	10	/	10	1	/	1		/	
8. Dr. RUNGLERD INKKANUN (Director, Independent director)	10	/	10	1	/	1		/	
9. Mr. KORAPAT AJCHARIYAMARNEEKUL (Director)	3	/	10	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. Ms. PHASIREE ORAWATTANASRIKUL (Director)	5	/	10	1	/	1		/	
11. Assistant Professor Dr. KARNDEE LEOPAIROTE (Director, Independent director)	10	/	10	1	/	1		/	
12. Assistant Professor Dr. AKE PATTARATANAKUN (Director, Independent director)	10	/	10	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. Associate Professor Dr. PITAK LAOKIRKKIAT (Chairman of the board of directors)	10/10 (100.00%)	1/1 (100.00%)	N/A
2. Dr. PRAMUK VONGTANAKIAT (Vice-chairman of the board of directors)	10/10 (100.00%)	1/1 (100.00%)	N/A
3. Ms. PIYADA WIRATPONG (Director)	10/10 (100.00%)	1/1 (100.00%)	N/A
4. Dr. PORRAWAN TANGTHAM (Director)	10/10 (100.00%)	0/1 (0.00%)	N/A

Names of directors	Board of directors meeting attendance rate	AGM meeting attendance rate	EGM meeting attendance rate
5. Mr. BHAWAT YUPABHORN (Director)	10/10 (100.00%)	1/1 (100.00%)	N/A
6. Mr. SANSKRIT VICHITLEKARN (Director)	9/10 (90.00%)	1/1 (100.00%)	N/A
7. Mr. APICHIT SANTINGAMKUL (Director)	10/10 (100.00%)	1/1 (100.00%)	N/A
8. Dr. RUNGLERD INKKANUN (Director)	10/10 (100.00%)	1/1 (100.00%)	N/A
9. Mr. KORAPAT AJCHARIYAMARNEEKUL (Director)	3/10 (30.00%)	1/1 (100.00%)	N/A
10. Ms. PHASIREE ORAWATTANASRIKUL (Director)	5/10 (50.00%)	1/1 (100.00%)	N/A
11. Assistant Professor Dr. KARNDEE LEOPAIROTE (Director)	10/10 (100.00%)	1/1 (100.00%)	N/A
12. Assistant Professor Dr. AKE PATTARATANAKUN (Director)	10/10 (100.00%)	1/1 (100.00%)	N/A
Average meeting attendance rate	89.17%	91.67%	N/A

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

Note :

1. Ms. Pasiree Orawattanasrikul resigned from her position as Director / Director of Good Corporate Governance and Social Responsibility, effective from August 11, 2025. She will continue to serve as an Executive Director. Mr. Korapat Atchariyamanikul was appointed as a Director to replace Ms. Pasiree Orawattanasrikul, effective from August 12, 2025.
2. Asst. Prof. Dr. Karndee Leoparote Resigned from the position of Director / Nomination and Remuneration Committee Member / Director of Good Corporate Governance and Social Responsibility Effective from December 16, 2025
3. Asst. Prof. Dr. Ek Phatharanavikun Resigned from the position of Director / Director of Good Corporate Governance and Social Responsibility Effective from December 16, 2025

Remuneration of the board of directors

Types of remuneration of the board of directors

Policy and Methods for Determining Director Remuneration

The Board of Directors has set the remuneration for directors and executives at an appropriate level, sufficient to retain qualified directors and executives, without excessive compensation, and comparable to companies in the same industry group. Factors considered include experience, duties, scope, role, and responsibilities.

1. Monetary Compensation

The Annual General Meeting of Shareholders for the year 2025, held on April 28, 2025, resolved to approve the remuneration of the Board of Directors and sub-committees for the year 2025, with details as follows:

Position	2023		2024		2025	
	Monthly remuneration	Meeting allowance per meeting	Monthly remuneration	Meeting allowance per meeting	Monthly remuneration	Meeting allowance per meeting
1. Board of Directors						
● Chairman of the Board	-	25,000	-	25,000	-	25,000
● Vice Chairman of the Board	-	22,500	-	22,500	-	22,500
● Director	-	20,000	-	20,000	-	20,000
2. Board Committees (excluding Executive Directors)						
● Chairman of the Board Committee	-	20,000	-	20,000	-	20,000
● Member of the Board Committee	-	15,000	-	15,000	-	15,000
3. Executive Committee						
● Chairman of the Executive Committee	-	12,000	-	12,000	-	12,000
● Member of the Executive Committee	-	10,000	-	10,000	-	10,000
4. Annual General Meeting of Shareholders						
● Chairman of the Board	-	-	-	-	-	25,000
● Vice Chairman of the Board	-	-	-	-	-	22,500
● Director	-	-	-	-	-	20,000

5. Director's Bonus

According to the annual business plan and budget, with all forms of remuneration not exceeding 4,000,000 Baht.

	2023	2024	2025
Other Benefits	None	None	None

Other Remuneration

- None

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. Associate Professor Dr. PITAK LAOKIRKKIAT (Chairman of the board of directors)			394,000.00		0.00
Board of Directors (Chairman of the board of directors)	250,000.00	0.00	250,000.00	Yes	
Executive Committee (The chairman of the executive committee)	144,000.00	0.00	144,000.00	No	
2. Dr. PRAMUK VONGTANAKIAT (Vice-chairman of the board of directors)			357,000.00		0.00
Board of Directors (Vice-chairman of the board of directors)	225,000.00	0.00	225,000.00	Yes	
Executive Committee (Vice-chairman of the executive committee)	12,000.00	0.00	12,000.00	No	
Nomination and Remuneration Committee. (The chairman of the subcommittee)	120,000.00	0.00	120,000.00	No	
3. Ms. PIYADA WIRATPONG (Director)			200,000.00		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)	200,000.00	0.00	200,000.00	Yes	
Executive Committee (Member of the executive committee)	0.00	0.00	0.00	No	
Enterprise Risk Management Committee (Member of the subcommittee)	0.00	0.00	0.00	No	
4. Dr. PORRAWAN TANGTHAM (Director)			180,000.00		0.00
Board of Directors (Director)	180,000.00	0.00	180,000.00	Yes	
Executive Committee (Member of the executive committee)	0.00	0.00	0.00	No	
Enterprise Risk Management Committee (Member of the subcommittee)	0.00	0.00	0.00	No	
5. Mr. BHAWAT YUPABHORN (Director, Independent director)			360,000.00		0.00
Board of Directors (Director)	200,000.00	0.00	200,000.00	Yes	

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
Audit Committee (Member of the audit committee)	60,000.00	0.00	60,000.00	No	
Enterprise Risk Management Committee (The chairman of the subcommittee)	100,000.00	0.00	100,000.00	No	
6. Mr. SANSKRIT VICHITLEKARN (Director, Independent director)			260,000.00		0.00
Board of Directors (Director)	180,000.00	0.00	180,000.00	Yes	
Audit Committee (Chairman of the audit committee)	80,000.00	0.00	80,000.00	No	
7. Mr. APICHIT SANTINGAMKUL (Director, Independent director)			260,000.00		0.00
Board of Directors (Director)	200,000.00	0.00	200,000.00	Yes	
Audit Committee (Member of the audit committee)	60,000.00	0.00	60,000.00	No	
8. Dr. RUNGLERD INKKANUN (Director, Independent director)			350,000.00		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)	200,000.00	0.00	200,000.00	Yes	
Corporate Governance and Sustainability Committee (The chairman of the subcommittee)	60,000.00	0.00	60,000.00	No	
Nomination and Remuneration Committee. (Member of the subcommittee)	90,000.00	0.00	90,000.00	No	
9. Mr. KORAPAT AJCHARIYAMARNEEKUL (Director)			60,000.00		0.00
Board of Directors (Director)	60,000.00	0.00	60,000.00	Yes	
Executive Committee (Member of the executive committee)	0.00	0.00	0.00	No	
Enterprise Risk Management Committee (Member of the subcommittee)	0.00	0.00	0.00	No	
10. Mr. Amorn Trairatassawa (Member of the subcommittee)			0.00		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	
Enterprise Risk Management Committee (Member of the subcommittee)	0.00	0.00	0.00	No	
11. Ms. PHASIREE ORAWATTANASRIKUL (Director)			255,000.00		0.00
Board of Directors (Director)	120,000.00	0.00	120,000.00	Yes	
Executive Committee (Member of the executive committee)	120,000.00	0.00	120,000.00	No	
Corporate Governance and Sustainability Committee (Member of the subcommittee)	15,000.00	0.00	15,000.00	No	
12. Assistant Professor Dr. KARNDÉE LEOPAIROTE (Director, Independent director)			335,000.00		0.00
Board of Directors (Director)	200,000.00	0.00	200,000.00	Yes	
Nomination and Remuneration Committee. (Member of the subcommittee)	90,000.00	0.00	90,000.00	No	

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
Corporate Governance and Sustainability Committee (Member of the subcommittee)	45,000.00	0.00	45,000.00	No	
13. Assistant Professor Dr. AKE PATTARATANAKUN (Director, Independent director)			245,000.00		0.00
Board of Directors (Director)	200,000.00	0.00	200,000.00	Yes	
Corporate Governance and Sustainability Committee (Member of the subcommittee)	45,000.00	0.00	45,000.00	No	
14. Ms. Ajjhamaporn Naowasuwan (Member of the subcommittee)			0.00		0.00
Enterprise Risk Management Committee (Member of the subcommittee)	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)
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Names of board members	Meeting allowance	Other monetary remuneration	Total (Baht)
1. Board of Directors	2,215,000.00	0.00	2,215,000.00
2. Audit Committee	200,000.00	0.00	200,000.00
3. Executive Committee	276,000.00	0.00	276,000.00
4. Nomination and Remuneration Committee.	300,000.00	0.00	300,000.00
5. Corporate Governance and Sustainability Committee	165,000.00	0.00	165,000.00
6. Enterprise Risk Management Committee	100,000.00	0.00	100,000.00

Summary of the remuneration of the board of directors

	2023	2024	2025
Meeting allowance (Baht)	2,566,000.00	3,006,500.00	3,256,000.00
Other monetary remuneration (Baht)	0.00	971,534.40	0.00
Total (Baht)	2,566,000.00	3,978,034.40	3,256,000.00

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
directors

Oversight of Operations of Subsidiaries and Associated Companies

The company has established a policy for overseeing operations related to investments in businesses similar to its core business, or related, closely aligned, or beneficial businesses that support the company's operations, in order to enhance stability and

the company's performance, in order to establish both direct and indirect measures and mechanisms to enable the company to effectively oversee and manage its operations. The Board of Directors is responsible for supervising management and being accountable.

operations, to align with the company's goals, business growth direction, and strategic plans, as well as public company laws, civil and commercial codes, securities laws, and related laws, including announcements and regulations.

and various related criteria of the Capital Market Supervisory Board, the SEC, and the SET, to protect the company's investment interests, with details as follows:

1. The company will consider appointing individuals to represent the company as directors, executives, or controlling persons.

in proportion to the company's shareholding, to oversee that the businesses operate in compliance with laws, good corporate governance policies, and other company policies. However, the appointment of company representatives to serve as directors in each subsidiary and associated company must be considered and approved by the Board of Directors' Meeting, taking into account the suitability of each company.

2. If any transaction or operation by a subsidiary falls under the acquisition or disposal of assets as per the announcement on acquisition or disposal of assets, or a connected transaction as per the relevant announcement on connected transactions, which results in the company being required to seek approval from the company's Board of Directors' Meeting and/or approval from the company's Shareholders' Meeting and/or approval from relevant legal authorities before entering into such a transaction, the subsidiary may only enter into or proceed with such a transaction or operation after receiving approval from the company's Board of Directors' Meeting and/or the company's Shareholders' Meeting and/or the relevant authorities (as the case may be).

3. All connected transactions between the company and its subsidiaries and associated companies must be based on business rationale and conducted at market prices with clear and justifiable principles. Furthermore, the company must ensure that such transactions are disclosed in the financial statements every time, in accordance with the company's accounting standards on the Stock Exchange.

The company will disclose information of both related parties to prevent potential conflicts of interest.

4. Furthermore, in cases where subsidiaries and associated companies enter into transactions, or in the event of certain occurrences involving subsidiaries,

and associated companies, which obligates the company to disclose information to the Stock Exchange of Thailand in accordance with the criteria set by the Stock Exchange of Thailand Board. The representative directors of such subsidiaries and associated companies are obliged to immediately notify the company's management upon learning of the plan to enter into a transaction or the occurrence of such an event.

5. The directors and executives of subsidiaries and associated companies have a duty and responsibility to disclose information regarding their financial status and operating results to the company. Relevant announcements from the Capital Market Supervisory Board and the Stock Exchange of Thailand are to be applied mutatis mutandis. They must also disclose and submit information on their interests and those of related persons, or transactions that may lead to conflicts of interest, to the Board of Directors and avoid entering into transactions that may create such conflicts of interest.

6. The company will establish necessary plans and operations to ensure that its subsidiaries and associated companies disclose information regarding their operating results and financial status to the company. The company will take necessary actions and monitor that subsidiaries and associated companies have adequate and appropriate disclosure systems and internal control systems in place.

Business Operations

In addition, the company will closely monitor the performance and operations of its subsidiaries and such associated companies, and present analysis results, including opinions or recommendations, to the Board of Directors and the boards of directors of those subsidiaries or associated companies, for consideration in formulating policies or improving and promoting the continuous development and growth of the businesses of the subsidiaries and associated companies.

Monitoring Compliance with Corporate Governance Policies and Practices

Compliance with Good Corporate Governance Policies and Practices

In past operations, the company's Board of Directors has complied with laws, rules, and regulations. and various regulations of the Securities and Exchange Commission, the Stock Exchange of Thailand, and other relevant regulatory bodies. The company is also committed to adhering to the Principles of Good Corporate Governance for Listed Companies as prescribed by the Stock Exchange of Thailand ("SET") and the Corporate Governance Code for Listed Companies 2017 as prescribed by the Securities and Exchange Commission ("SEC").

The company's good corporate governance policy was approved by the Board of Directors' Meeting No. 10/2568 on December 15, 2568. This policy serves as a guideline for the company's operations to enhance operational efficiency and promote transparency to investors, thereby fostering confidence in the company's business operations among external parties.

The company will continue to monitor compliance with the aforementioned good corporate governance policies and practices. *For information and details regarding policies and operational guidelines, please refer to Attachment 5, "Corporate Governance Policy and Business Ethics prepared by the company."*

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

The monitoring of compliance with corporate governance policy and guidelines

Prevention of conflicts of interest

Operations for conflict of interest prevention over the past year

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

Compliance with policies and guidelines for preventing conflicts of interest.

The Board of Directors requires directors and executives to disclose information regarding their interests or those of persons who have

Relatedness, which constitutes an interest related to the operations of the company or its subsidiaries (Section 89/14 of the Securities and Exchange Act B.E. 2535 and its amendments). The Group places importance on considering various transactions transparently and primarily for the benefit of the company. Therefore, emphasis is placed on preventing transactions that may involve conflicts of interest, related party transactions, or inter-company transactions, with the following key principles:

1. Company directors and executives must inform the company of any relationships or related transactions in business activities that may give rise to conflicts of interest.
2. Avoid entering into related party transactions with connected persons as defined by the Capital Market Supervisory Board, which may create conflicts of interest with the company and/or its subsidiaries. Should such a transaction be necessary, it must be presented to the Audit Committee for consideration and opinion before being submitted for approval to the Board of Directors, in accordance with good corporate governance principles and the criteria set by the Stock Exchange of Thailand and the Securities and Exchange Commission.
3. Directors, executives, and employees must comply with the company's regulations and business ethics, which are crucial and must be strictly adhered to, to ensure the company is trusted and relied upon by all stakeholders, and to disseminate information and understanding regarding compliance to all employees throughout the company.

Furthermore, the company recognizes the importance of conducting business with transparency and considering all stakeholders. Therefore, the company has clearly established policies and procedures for related party transactions. This is to serve as a guideline for entering into related party transactions and to prevent potential conflicts of interest. These policies and procedures for related party transactions were approved by the Audit Committee meeting on November 10, 2025.

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

Compliance with the Policy on the Use of Inside Information Affecting Securities Prices

The Company has established guidelines for the use of inside information or material non-public information that may affect the Company's securities prices. Directors, executives, and auditors of the Company are required to report their holdings of securities and derivatives, including those of their spouses or cohabiting partners, minor children, and legal entities in which the directors, executives, and auditors, including their spouses or cohabiting partners, and minor children, collectively hold more than 30% of the total voting rights of such legal entities, to the Office of the Securities and Exchange Commission ("SEC Office") every time there is a purchase, sale, transfer, or acceptance of transfer of securities and derivatives, in accordance with Section 59 of the Securities and Exchange Act B.E. 2535 (1992) and the Notification of the Office of the Securities and Exchange Commission No. Sor Jor 38/2561 Re: Preparation of Reports on Changes in Securities and Derivatives Holdings of Directors, Executives, Auditors, Plan Preparers, and Plan Administrators ("Notification Sor Jor 38/2561"), including any regulations that may be enforced or amended in the future. Directors, executives, or auditors must report changes in their holdings of securities and derivatives to the SEC Office via the electronic data submission system in the format prescribed by the SEC Office in its electronic system, or by any other

method specified by the SEC Office, and notify the Company Secretary at least 1 day in advance and within the timeframe specified by Notification Sor Jor 38/2561 or applicable regulations. This also includes submitting detailed reports of all Company securities transactions to the Company Secretary on a quarterly basis, in compliance with the Notification of the Capital Market Supervisory Board No. Tor Jor 2/2552 Re: Reporting of Interests of Directors, Executives, and Related Persons. Furthermore, directors, executives, and auditors of the Company must refrain from trading the Company's securities during the 1-month period prior to the public disclosure of financial statements and for at least 2 (two) business days after the financial statements have been publicly disseminated.

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 : Review of appropriateness in anti-corruption, The participation in anti-corruption projects, Assessment and identification of corruption risk, Communication and training for employees on anti-corruption policy and guidelines, The monitoring of the evaluation of compliance with the anti-corruption policy, Review of the completeness and adequacy of the process by the Audit Committee or auditor

Compliance with Anti-Corruption Policies and Guidelines

The Company places importance on combating all forms of corruption, focusing on promoting ethics, fostering awareness, and instilling correct values in operations. Therefore, the Company has established anti-corruption guidelines and communicated them to directors, executives, and employees to ensure understanding and strict adherence. This includes fostering awareness, values, and attitudes among employees to perform duties in accordance with laws and regulations with honesty and integrity. All directors, executives, and employees must perform their duties in accordance with the anti-corruption policy, without engaging in corruption, whether directly or indirectly, and must not neglect or ignore any acts that constitute corruption.

corruption related to the Company. Furthermore, the Company has established an organizational structure that clearly

defines roles and responsibilities, work processes, and lines of command within each department to ensure a balance of power and strictness in

appropriate internal controls.

In 2025, the Company will monitor compliance with the policies and guidelines as follows:

1. On the Use and Confidentiality of Internal Information
2. On Governance and Prevention of Conflicts of Interest
3. On Anti-Corruption

The Company has stipulated in its Code of Business Conduct that the Compliance Department shall prepare policy and practice guidelines on the use and confidentiality of internal information in the form of an Intranet and the Company's Human OS system for directors, executives, and employees to review and understand important practices that must be adhered to. All 111 directors, executives, and employees of the group companies, representing 100%, have undergone a review of the policy and practice guidelines on the use and confidentiality of internal information through the aforementioned media.

Number of cases or issues related to corruption

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

Whistleblowing

Operations related to whistleblowing over the past year

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

Receiving complaints and whistleblowing reports of misconduct (Whistleblowing)

The Company provides channels for whistleblowing or complaints regarding non-compliance with the code of conduct (Whistleblower), illegal acts, or behaviors that may indicate corruption or misconduct by individuals within the Company, as well as deficiencies in internal control systems, from employees and other stakeholders. Whistleblowing or complaints can be submitted through these channels.

The Company will keep whistleblowing or complaint information confidential and restrict access to only relevant parties to protect whistleblowers or complainants from potential repercussions. However, whistleblowers or complainants may choose to disclose their identity or remain anonymous. If any person is found to harass or act unfairly towards a whistleblower or complainant, the Company will take strict disciplinary action against that person.

Channels for whistleblowing or complaints

- Postal Channel : Audit Committee / Company Secretary Department

Genesis Fertility Center Public Company Limited, Building GFC No. 2292 Rama 9 Road, Phatthanakan Subdistrict, Suan Luang District, Bangkok 10250

- Channel Email : whistleblowing@ gfc.co.th

Copy to sansakrit.v@gfc.co.th Name: Asst. Prof. Dr. Sansakrit Vijitlakarn, Position: Chairman of the Audit Committee

Copy to amorn.t@gfc.co.th Name: Mr. Amorn Trairattanasawa, Position: Investor Relations

- Direct channel to the Audit Committee : Chairman of the Audit Committee, Mr. Sansakrit Vijitlakarn
- Telephone Channel :

Company Secretary Department 02-108-6413

Investor Relations Department 063-098-3236

- Online Channel : in the complaint and whistleblowing system GFC <https://www.genesisfertilityco.th/ir/th/investor.php/complaint-channel>

In case of inquiries For consultation or further inquiries, please contact the following departments:

- Company Secretary Department 02-108-6413
- Investor Relations Department 063-098-3236

Information Technology Security Policy

Genesis Fertility Center Public Company Limited has established an Information Technology Policy to serve as a framework for managing the organization's information technology systems efficiently, securely, and in compliance with relevant laws, regulations, and international best practices. This is to ensure that personnel at all levels are aware of the importance of computer systems and organizational data and participate systematically in maintaining the security of these systems.

This policy covers computer and network system infrastructure, system registration and inspection, data access control, data backup and recovery, as well as security measures such as Firewall usage, data encryption, and cyber risk management. Responsibilities are clearly allocated at the executive level, IT department, and general users to ensure efficient and auditable operations. The Company has established guidelines for managing potential risks to information systems by regularly assessing, reviewing, and evaluating risks, as well as ensuring widespread communication of the policy to relevant personnel. Data access rights are defined according to data sensitivity to prevent unauthorized access, and user activity logs (Audit Logs) are maintained, with access rights reviewed annually.

In terms of operations, the Company has clear measures for controlling mobile device usage, working outside the office, managing external information system providers (e.g., Cloud services), and human resource management within the IT department. The focus is on ensuring that personnel possess the knowledge and understanding to perform their duties safely and in accordance with the Company's regulations.

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. SANSKRIT VICHITLEKARN (Chairman of the audit committee)	4	/	4	4/4 (100.00%)
2 Mr. BHAWAT YUPABHORN (Member of the audit committee)	4	/	4	4/4 (100.00%)
3 Mr. APICHIT SANTINGAMKUL (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

For the year 2025, the Audit Committee considered the following important matters:

1. The Audit Committee reviewed and approved the annual financial statements for the year 2025, ended December 31, 2025, and the quarterly financial statements for the year 2025 of the company and its subsidiaries. In doing so, inquiries were made and explanations were heard from management and the auditor regarding the accuracy and completeness of the financial statements, the adequacy of information disclosure, and observations, to ensure that the company's financial reports were prepared correctly as required, in accordance with generally accepted accounting standards, and that information was disclosed adequately, completely, and reliably.
2. Considered and approved the policy on related party transactions, as well as reviewed and provided opinions on related party transactions and transactions that may have conflicts of interest, and the disclosure of such transactions, in accordance with the regulations of the Stock Exchange of Thailand and the Securities and Exchange Commission.
3. Reviewed the internal control system to ensure that the company has adequate, appropriate, stringent, and effective internal control systems, without any material errors that could affect the company's financial statements and business operations. This was assessed based on the internal auditor's report, and management was instructed to implement improvements according to the internal auditor's recommendations within the specified timeframe.
4. Acknowledged the appointment of the internal auditor and the determination of remuneration for the year 2025, by appointing P.P. Internal Audit Co., Ltd., an independent internal control system auditor, with a scope of work commencing from 2025 onwards.
5. Considered and approved the quarterly internal audit plan for 2025.
6. Acknowledged the internal control system audit operations for the quarterly period of 2025.
7. Considered and approved the assessment form for the adequacy of the internal control system (COSO Report).
8. Considered proposing the appointment and remuneration of the auditor for the year 2025, by proposing SP Audit Co., Ltd. as the company's auditor, based on performance, qualifications, skills, knowledge, abilities, and work experience.

9. Reviewed to ensure that the company and its subsidiaries comply fully and correctly with all relevant accounting standards, as well as the laws and regulations of the Stock Exchange of Thailand and laws related to the business of the company and its subsidiaries, and in accordance with good corporate governance principles.

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⁽⁴⁾

Meeting Executive Committee (times) : 12

List of Directors	Meeting attendance of Executive Committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	
1 Associate Professor Dr. PITAK LAOKIRKKIAT (The chairman of the executive committee)	12	/	12	12/12 (100.00%)
2 Dr. PRAMUK VONGTANAKIAT (Vice-chairman of the executive committee)	12	/	12	12/12 (100.00%)
3 Ms. PHASIREE ORAWATTANASRIKUL (Member of the executive committee)	12	/	12	12/12 (100.00%)
4 Ms. PIYADA WIRATPONG (Member of the executive committee)	12	/	12	12/12 (100.00%)
5 Dr. PORRAWAN TANGTHAM (Member of the executive committee)	12	/	12	12/12 (100.00%)
6 Mr. KORAPAT AJCHARIYAMARNEEKUL (Member of the executive committee)	6	/	12	6/12 (50.00%)
Average meeting attendance rate				(91.67%)

The results of duty performance of Executive Committee

Performance of the Executive Committee

For the year 2025, the Executive Committee held 12 meetings to consider important matters as follows:

- Consider acknowledging and monitoring the progress of operational performance and general management of various company departments to be efficient and effective.

- Consider acknowledging and monitoring the progress of the company's operational performance and general management to ensure it is efficient and effective, including considering and screening various proposals from management.
- Consider the company's business plan, budget, management structure, and approval authority to align with the company's business approach.

Remark: (4) 1. Mr. Korapat Ajchariyamarnseekul resigned from the position of Executive Committee Member, effective 14 July 2025.

Meeting attendance of Nomination and Remuneration Committee.⁽⁵⁾

Meeting Nomination and Remuneration : 7
Committee. (times)

List of Directors	Meeting attendance of Nomination and Remuneration Committee.			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	
1 Dr. PRAMUK VONGTANAKIAT (The chairman of the subcommittee)	7	/	7	7/7 (100.00%)
2 Dr. RUNGLERD INKKANUN (Member of the subcommittee, Independent director)	7	/	7	7/7 (100.00%)
Average meeting attendance rate				(100.00%)

The results of duty performance of Nomination and Remuneration Committee.

Performance of the Nomination and Remuneration Committee in Discharging Its Duties

For the year 2025, the Nomination and Remuneration Committee held 7 meetings to consider various important matters and reported the meeting results, along with opinions and recommendations, to the Board of Directors for continuous consideration. A summary is as follows:

- Promote and support the Company in providing opportunities for shareholders to propose agenda items for the 2026 Annual General Meeting of Shareholders and to nominate qualified individuals for consideration and election as directors, in accordance with the criteria disclosed on the Company's website from October 1, 2025, to December 31, 2025.
 - Considered and screened the remuneration of the Company's directors, various sub-committee members, and Chief Executive Officer. The consideration takes into account the appropriateness of assigned duties and responsibilities, and ensures the remuneration level is sufficient to attract, retain, and motivate, as well as being consistent with the Company's performance, by comparing it with the Company's targets, economic realities, and remuneration rates of companies in similar industries. This process involves clear, transparent, and auditable procedures, and complies with good corporate governance principles.
- Considered and nominated directors for the Company and members for various sub-committees to replace directors whose terms have expired. Nominees must possess full qualifications and not have any prohibited characteristics as stipulated by law. The Board's structure is considered to ensure diverse qualifications in terms of skills, experience,

- gender, and age, which are beneficial and appropriate for the Company's business nature, based on the Board Skills Matrix. This also includes the nomination of the Company's Chief Executive Officer for submission to the Board of Directors.
- Considered the Succession Plan.
 - Considered establishing criteria for evaluating the performance and work of the Company's directors, sub-committee members, and Chief Executive Officer, for the purpose of annual remuneration consideration.
 - Considered and nominated a Chief Executive Officer to fill the vacant position.
 - Considered reviewing the charter of the Nomination and Remuneration Committee to ensure that its operations are consistent with current circumstances and comply with good corporate governance principles.
 - Monitored and ensured that the Company has an appropriate succession plan and management continuity for senior executive positions and other key roles, to prepare personnel to support and align with business expansion.
 - Monitored and oversaw the continuous development to enhance the potential of the Company's Board of Directors and Chief Executive Officer. The nomination and remuneration policy and details of the nomination and remuneration process have been disclosed in this 56-1 One Report.

Remark: ⁽⁵⁾ (1) Asst. Prof. Dr. Kamdee Leopairote (Independent Director) resigned from the position on December 16, 2025.
 ⁽²⁾ Dr. Apichit Santingamkul (Independent Director) was appointed to the Nomination and Remuneration Committee on
 February 23, 2026.

Meeting attendance of Corporate Governance and Sustainability Committee⁽⁶⁾

Meeting Corporate Governance and : 3
 Sustainability Committee (times)

List of Directors	Meeting attendance of Corporate Governance and Sustainability Committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	
1 Dr. RUNGLERD INKKANUN (The chairman of the subcommittee, Independent director)	3	/	3	3/3 (100.00%)
Average meeting attendance rate				(100.00%)

The results of duty performance of Corporate Governance and Sustainability Committee

Performance of the Corporate Governance and Social Responsibility Committee in Discharging Its Duties

- For the year 2025, the Good Corporate Governance and Social Responsibility Committee held 3 meetings to supervise, monitor, and evaluate the performance according to the good corporate governance and anti-corruption plan, the social, community, and environmental responsibility plan, and the sustainable organizational development plan, summarized as follows:
- Consider and approve policies, strategies, goals, practices, and plans related to good corporate governance and social responsibility, and propose them to the Board of Directors for consideration and approval.

- Promote the participation of the Board of Directors, executives, and employees in the Company's good corporate governance and social responsibility activities.
- Oversee compliance with policies and/or regulations related to the Company's good corporate governance and social responsibility.
- Monitor and regularly report performance to the Board of Directors after every meeting of the Good Corporate Governance and Social Responsibility Committee.
- Regularly review and propose updates to the Company's good corporate governance and social responsibility policies and practices as appropriate, and recommend them to the Board of Directors for continuous consideration and modernization.
- Define strategies and operational directions related to climate change, supervise and monitor operational progress, and establish monitoring and evaluation guidelines to achieve the Company's greenhouse gas emission reduction targets.
- Promote awareness of environmental consciousness and biodiversity throughout the Company's business supply chain.
- Promote the adoption of modern, environmentally friendly innovations in business operations in a creative and sustainable manner.
- Perform any other duties related to good corporate governance, social responsibility, and environmental matters as assigned by the Board of Directors.
- Disclose information regarding the Company's good corporate governance, social responsibility, and environmental practices to stakeholders and the public.

The Company has established a sustainable development framework, prioritizing three main aspects: Environmental, Social, and Governance (ESG). This policy is implemented in conjunction with business operations, along with defining guidelines for social responsibility and creating shared value (CSV), focusing on responding to community needs and continuously and sustainably promoting quality of life and well-being.

Remark: (6) (1) Ms. Pasiree Orawattanasrikul resigned from the position of Director of Good Corporate Governance and Social Responsibility, effective from August 11, 2025.
(2) Asst. Prof. Dr. Karndee Leopairote resigned from the position of Director of Good Corporate Governance and Social Responsibility, effective from December 16, 2025.
(3) Asst. prof. Dr Aek Pattaratanakun, Ph.D.resigned from the position of Director of Good Corporate Governance and Social Responsibility, effective from December 16, 2025.
(4) Asst. Prof. Dr. Sansakrit Vijitlakkan was appointed as Director of Good Corporate Governance and Social Responsibility, effective from February 23, 2026.
(5) Mr. Bhawat Yupabhorn was appointed as Director of Good Corporate Governance and Social Responsibility, effective from February 23, 2026.

Meeting attendance of Enterprise Risk Management Committee⁽⁷⁾

Meeting Enterprise Risk Management : 5
 Committee (times)

List of Directors	Meeting attendance of Enterprise Risk Management Committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	
1 Mr. BHAWAT YUPABHORN (The chairman of the subcommittee, Independent director)	5	/	5	5/5 (100.00%)
2 Ms. PIYADA WIRATPONG (Member of the subcommittee)	5	/	5	5/5 (100.00%)
3 Dr. PORRAWAN TANGTHAM (Member of the subcommittee)	4	/	5	4/5 (80.00%)
4 Mr. Amorn Trairatassawa (Member of the subcommittee)	4	/	5	4/5 (80.00%)
Average meeting attendance rate				(90.00%)

The results of duty performance of Enterprise Risk Management Committee

Performance of the Risk Management Committee in Discharging Its Duties

For the year 2025, the Risk Management Committee held a total of 5 meetings. The Risk Management Committee performed its duties and responsibilities as stipulated in its charter, focusing on developing systematic risk management and overseeing risk management to comply with the risk management policy, international standards, and align with the group's operational strategies and business plans, in order to promote and build potential for growth and sustainability. Key actions can be summarized as follows:

- Establish the enterprise risk management framework and present it to the Board of Directors for consideration and approval.
- Consider and provide opinions on the risk assessment, along with the risk management plan and the Enterprise Risk Map for the year 2026, to ensure its suitability and alignment with the group's business operations. This includes covering key risks such as Strategic Risk, Operational Risk, Financial Risk, Compliance Risk, and Environmental, Social, and Governance (ESG) Risk, for submission to the Board of Directors for consideration and approval.
- Review and revise the risk management policy to align with the organizational strategy and changing environmental factors, including defining the roles and responsibilities of all departments to ensure concrete participation in enterprise risk management.
- Monitor and evaluate the organization's risk management processes in each department.
- Report the results of risk management operations and management guidelines to the Audit Committee and the Board of Directors.
- Supervise and provide recommendations to ensure that departments implement risk management guidelines effectively.
- Support the integration of risk and opportunity management into the formulation and driving of organizational strategy, based on the concept that all uncertainties can lead to both negative impacts (risks) and positive outcomes (opportunities) simultaneously. Therefore, the focus is on balanced management, not merely to reduce or control risks, but to leverage strategic opportunities arising from the same situations. An Enterprise Risk Management Working Group has been appointed with the primary responsibility of systematically driving the management of risks and

opportunities, aligning with business directions, integrating risk management plans into work processes, and fostering cooperation from all relevant departments, to serve as a key mechanism for building a Risk & Opportunity Culture within the group.

- Consider providing observations and recommendations for potential risks in business operations, such as the protection of customer personal data in accordance with personal data protection laws, as well as adherence to good corporate governance principles, such as improving the whistleblowing policy and related handling procedures.
- Consider and provide recommendations for developing guidelines for incident reporting within the organization related to operational risk, to ensure the development and improvement of efficient and sustainably competitive business processes.

Remark: ⁽⁷⁾ 1. Mr. Korapat Atcharyamanikul resigned from the position of Risk Management Committee Member, effective July 14, 2025.
2. Ms. Ajjchamaporn Naowasuwann resigned from the position of Risk Management Committee Member, effective August 31, 2025.
3. Natee Tangchitsodsai (B.Pharm) was appointed to the position of Risk Management Committee Member, effective February 23, 2026.
4. Ms. Supaporn Boonyanont was appointed as Risk Management Secretary, replacing the former incumbent who resigned, effective October 31, 2025.

Corporate Sustainability Policy

Information on policy and goals of sustainable management

Sustainability Policy

Sustainability Policy : Yes

The company conducts its business with full commitment to environmental, social, and economic responsibility to achieve the objectives of sustainable development, in accordance with the three pillars of Environmental, Social, and Governance (ESG) framework and aligned with the United Nations Sustainable Development Goals (SDGs). The company adheres to and prioritizes its duties and responsibilities towards all stakeholder groups, including shareholders, customers, employees, competitors, business partners, and communities, to foster a commitment to sustainable business operations. It is also dedicated to operating as a good role model for society, with ethical principles and good corporate governance practices, creating positive impacts for society and the environment.

The company recognizes the importance of defining commitments to demonstrate its intentions, to achieve its stated vision, as well as to monitor, observe, and review the commitments it has set. Therefore, the company has established a "Sustainable Development Policy" to serve as a framework and guideline for the group's sustainable operations.

Sustainability management goals

Does the company set sustainability management goals : Yes

The company has set its ultimate sustainability goal: "To be a leading ASEAN organization specializing in infertility treatment, committed to responsibility and reducing environmental impact, promoting maximum positive social engagement, and providing services according to international standards."

The aforementioned goals align with the operations under the three frameworks of Environmental, Social, and Governance (ESG), which the Company has adopted as its main guideline for systematically setting strategies and driving operations through projects and activities under key operational frameworks, namely GFC We Green, GFC We Care, and GFC We Forward, to create sustainable value for all stakeholder groups of the Company.

- **GFC We Green** Committed to reducing environmental impact through various processes such as resource reduction, climate change management, sustainable waste management, and environmentally friendly procurement.
 - **GFC We Care** Focused on creating positive social change through supporting development and knowledge transfer to personnel, scientists, women, and children, enhancing the quality of life for communities and society.
 - **GFC We Forward** Operate business transparently with Good corporate governance, efficient risk management, anti-corruption, and sustainable growth
- Management of key business issues** The Company has different approaches to managing key sustainability issues depending on the nature of each issue. Fundamental issues focus on compliance with relevant laws and standards, as well as continuous monitoring and reporting of operational results to the Good Corporate Governance and Social Responsibility Committee. The Company aims to improve business processes by setting short-term, medium-term, and long-term goals and performance indicators, emphasizing business growth alongside reducing environmental, social, and governance impacts, thereby creating sustainable value for all stakeholder groups, in line with the United Nations Sustainable Development Goals (Sustainable Development Goals, SDGs) In 2025, the Company reviewed its sustainable development policy and key business issues, covering all three dimensions of the sustainable development framework: Environment, Social, and Governance. This is to promote and create positive impacts on society and the environment, adhering to the principles of good corporate governance, anti-corruption, and responding to the United Nations Sustainable Development Goals SDG 3, SDG 4, SDG 5, SDG 7, SDG 8, SDG 10, SDG 12, SDG 13, SDG 16, and SDG 17. **Key sustainability goals**

Key Sustainability Issues	Goal Details	Goals	Performance
Environment			
Addressing climate change issues	Reduce electricity consumption (compared to 2024/person)	Decreased by 5 percent	Increased by 105 percent
	Reduce water consumption (compared to 2024/person)	Decreased by 5 percent	Increased by 186 percent
	Reduce paper consumption (compared to 2024/person)	Decreased by 5 percent	Decreased by 0.54 percent
	Reduce the amount of non-hazardous/infectious waste (compared to 2024/person)	Decreased by 5 percent	Decreased by 52 percent
	Net-zero greenhouse gas emissions	By 2050	574 KgCO ₂ e
	Greenhouse gas emissions, Scope 1, 2, 3 (compared to base year 2022)	Decreased by 8 percent	Increased by 35 percent
	Violation of environmental laws	0	0
Social			
Care, equal treatment, and fairness	Employee satisfaction	70 percent	78 percent
	Number of employee skill development trainings	16 hours / person / year	24 hours / person / year
	Employee turnover rate	5 percent	2.89 percent
	Human rights violations / Violations against key stakeholders of the company	0	1
	Accident rate from work of employees and related parties	0	0
Improve quality of life and well-being	Develop personnel and scientists to advance fertility treatments through Open House activities	1 time/year	1 time/year

	Support the well-being of communities near the company	1 community	1 community
	Projects that assist communities and society in collaboration with partners	5 projects	5 projects
Corporate Governance			
Comply with laws regarding services for infertile individuals	Violation of laws regarding services for infertile individuals	0	0
Decreased birth rate	Activities to promote fertility in collaboration with partners	1 project	1 project
Anti-corruption	Violations related to business ethics, fraud, and corruption	0	1
	Employees trained in business ethics, anti-fraud, and anti-corruption	100 percent	100 percent

United Nations SDGs that align with the organization's sustainability management goals : Goal 3 Good Health and Well-being, Goal 4 Quality Education, Goal 5 Gender Equality, Goal 7 Affordable and Clean Energy, Goal 8 Decent Work and Economic Growth, Goal 10 Reduce Inequalities, Goal 12 Responsible Consumption and Production, Goal 13 Climate Action, Goal 16 Peace, Justice and Strong Institutions, Goal 17 Partnerships for the Goals

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 : Yes

Environmental Policy

Genesis Fertility Center Public Company Limited and its subsidiaries recognize their environmental responsibility in conducting business for sustainable development, in accordance with the Group's sustainable development policy and aligned with the Sustainable Development Goals (SDGs: Sustainable Development Goals), with the following guidelines:

1. The Group is committed to strictly complying with environmental laws, agreements, and other regulations related to its operations, and is dedicated to achieving its established environmental objectives and targets.
2. There are processes to prevent and mitigate environmental impacts resulting from the Group's operational activities, including both direct and indirect impacts.
3. Modern innovations are developed and promoted, and the environmental management system is continuously improved, while fostering a good understanding among all employees to ensure effective environmental practices and management.
4. Recognize the importance of communication with all stakeholder groups of the company and provide good cooperation in environmental conservation activities.
5. There is management of energy, utilities, and waste such as water, electricity, solid waste, etc., to maximize their benefits, reduce environmental impact, and promote efficient use of limited resources by reducing consumption, utilizing them cost-effectively, and recycling.
6. Foster awareness of environmental conservation, greenhouse gas emission reduction, and biodiversity preservation by conducting training for all employees and disseminating knowledge to all stakeholder groups of the company.

Information on impacts on stakeholder management in business value chain

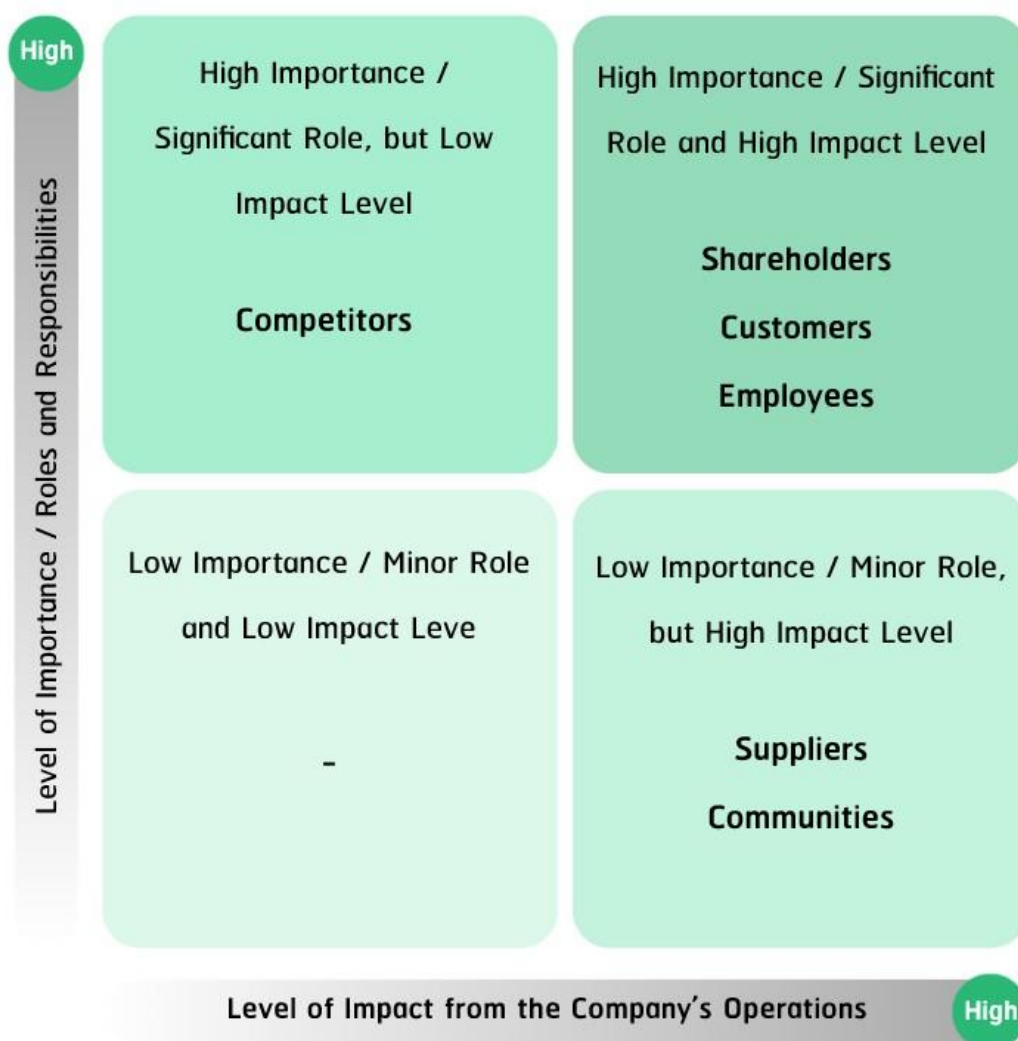
Business value chain

The company prioritizes comprehensive consideration of both internal and external stakeholders, alongside managing the sustainability of activities throughout the business value chain. The group's value chain encompasses the procurement of quality raw materials and resources for service provision, research and development of services, as well as the study and adoption of new technologies, tools, and equipment to enhance efficiency, effectiveness, and environmental friendliness. Furthermore, the company monitors and evaluates customer satisfaction, including a system for receiving and managing complaints to continuously improve and develop service quality. The main activities in the company's value chain are as follows:

Core Activities	Details
1. Research and Development	Continuous study and development of services to meet customer needs, including the study of new technologies, tools, and equipment to help make services efficient, effective, and environmentally friendly.
2. Procurement	Procurement of medicines, medical supplies, medical instruments and equipment, and laboratory services, with consideration for quality, standards, and safety.
3. Service Provision	Provision of quality, standard, and reasonably priced services, with integrity and ethics towards customers.
4. Marketing and Sales	Advertising and public relations, communicating articles and knowledge about Customer Service
5. After-sales service	Customer satisfaction is monitored and measured for development and improvement. Service provision and customer complaint notification

Analysis and prioritization of stakeholders in the business value chain

The company has analyzed and prioritized stakeholders by considering the relationship between the company's core activities and relevant stakeholders, who may be affected by the company's operations, both positively and negatively, including existing impacts and potential future impacts. The prioritization is as follows: 1. Shareholders, 2. Customers, 3. Employees, 4. Competitors, 5. Partners, and 6. Community.



Has high importance/role and high impact (High Importance / High Impact), including:

- Shareholders
- Customers
- Employees

This group of stakeholders plays a crucial role in the company's success and sustainability, while also being highly impacted by the company's operations. Therefore, the company places the highest importance on them, emphasizing close communication, continuous engagement, and appropriate expectation management.

Has high importance/role but low impact (High Importance / Low Impact), including:

- Competitors

This group of stakeholders influences the competitive environment and business direction but is directly impacted by the company's operations at a low level. Therefore, the company focuses on monitoring situations, adhering to fair competition rules, and conducting business under ethical principles.

Has low importance/role but high impact (Low Importance / High Impact), including:

- Partners

- Community

This group of stakeholders may have a minor role in determining the company's strategic direction, but the company's operations may have a high impact on them. Therefore, the company emphasizes appropriate impact management, transparent communication, and listening to stakeholder feedback to foster good relationships and mitigate potential negative impacts.

Analysis of stakeholders in the business value chain

Details of stakeholder analysis in the business value chain

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
<u>Internal stakeholders</u>			
• Employees	• Fair compensation and other benefits • Provision of welfare benefits no less than legally mandated or more as appropriate • Occupational health and safety care • Training, knowledge development, potential enhancement, and career advancement, including providing opportunities for employees to develop skills in other areas	• Treat and act equally and fairly • Provide welfare benefits no less than legally mandated • Oversee occupational health and safety • Support the development of knowledge and work skills	• Internal Meeting • Employee Engagement Survey • Training / Seminar

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
<u>External stakeholders</u>			
Shareholders	- Efficient and successful management in developing various projects for the benefit of the company and shareholders - Management of opportunities and risks in the organization's business operations - Good operational performance and continuous and sustainable business growth - Good corporate governance - Anti-corruption and bribery - Appropriate qualifications of the Board of Directors and executives - Payment of dividends as specified - Complete, accurate, and timely disclosure of information	- Shareholder meetings are held. - Shareholders are given the opportunity to propose meeting agendas and nominate individuals for election as directors in advance. - Information is disclosed accurately and in a timely manner, such as financial data, annual reports, and other relevant information. - Analyst meetings are organized. - Participation in "Opportunity Day" events for listed companies to meet investors. - Shareholders and investors are given the opportunity to visit the company's operations.	- Visit - Annual General Meeting (AGM)

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
• Customers	• Providing quality services, meeting standards, and offering appropriate pricing • Adhering to agreements and contracts fairly • Maintaining integrity and ethics towards customers • Protecting customer confidentiality • Promptness in service delivery • And providing customer assistance	Prioritize and be accountable for ensuring services meet established standards and align with customer requirements. Monitor and evaluate customer satisfaction to facilitate service development and improvement, and to address customer complaints.	• Satisfaction Survey
• Competitors	• Do not create unfair competitive advantages. • Adhere to the framework of good competition rules, uphold the standards of fair competitive practices, and refrain from using dishonest methods to damage competitors' reputation.	Refrain from any action to create an unfair competitive advantage. Do not seek competitors' trade secrets through dishonest means. Conduct business competition transparently.	• Press Release

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
Suppliers	- Procurement processes and fair contractual terms or agreements - Supporting potential and developing collaborative projects to further mutual business growth objectives - Social and environmental responsibility, including monitoring and evaluating partners to foster sustainable inter-business operations - The company is capable of adhering to contracts, agreements, and business payment terms, as well as transparent, fair, and verifiable procurement conditions, to ensure equal opportunities for qualified partners to	Adhere to procurement processes and contractual terms in good faith. Conduct annual meetings with business partners to improve and develop procurement processes and mutually fair contractual terms or agreements. Implement continuous and sustainable processes for selecting and evaluating the performance of business partners. Assess risks and evaluate business partners. Organize meetings, training sessions, and seminars with business partners and suppliers. Arrange visits to the premises of business partners and the company. Communicate the Supplier Code of Conduct to business partners and suppliers, ensuring strict adherence to promote transparent and sustainable business standards together.	- Visit - External Meeting

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
	collaborate with the company.		

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
• Community	• Prevent potential impacts from business operations on the community • Be socially and environmentally responsible • Promptly resolve and mitigate impacts arising from operations • Provide opportunities for participation and listen to feedback from the surrounding community and society • Strengthen communities, improve quality of life and well-being alongside business growth • Support and promote community enterprises • Develop the environment and provide beneficial knowledge for community and social development	• Utilize business knowledge and experience to develop projects that can concretely benefit the community, with long-term progress and success monitoring and evaluation. • Implement prevention, impact reduction, management, and oversight to ensure that the company does not create or cause negative impacts on the environment and community. • Meetings to listen and exchange opinions with the community and society. • Support and organize activities in collaboration with the broader community and society.	• Social Event

Information on organization's material sustainability topics

Organization's material sustainability topics

The company has identified its sustainability : Yes
materiality topics

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

Details of organization's material sustainability topics

The names of the sustainability materiality topics	Subjects related to the sustainability materiality topics
Sustainability Management Goals	• Environmental Management Standards Policy and Compliance • Energy Management • Water Management • Waste and Waste Management • Greenhouse Gas Management • Biodiversity Management • Human Rights • Fair Labor Practices • Customer / Consumer Responsibility • Community / Social Responsibility • Good Governance • Sustainability Risk Management • Sustainable Supply Chain Management • Innovation Development

Information on sustainability report

Corporate sustainability report

Corporate sustainability report : Doesnt Have data

Company sustainability disclosure aligned with standards

Company sustainability disclosure aligned with : GRI Standards
standards or guidelines

Information on risk management policy and plan

Risk management policy and plan

The Group recognizes and appreciates the importance of enterprise risk management to drive the organization's stable growth and business expansion, maintain a strong financial position, and generate appropriate returns for shareholders, as well as to adhere to the principles of Good Corporate Governance and ensure checks and balances in the current competitive business environment. Given the constant changes, whether from external or internal factors, which may affect the company's ability to achieve its goals and core missions, the Group deems it appropriate to implement a risk management system in the company's operations in accordance with the international risk management standard COSO ERM 2017, or Enterprise Risk Management Integrating with Strategy and Performance, as guided by The Committee of Sponsoring Organizations of the Treadway Commission. This is to build confidence among shareholders and all stakeholders, ensure continuous company operations, and support the company in achieving its objectives and creating added value. The company has thus established a risk management policy with key practices, as well as the following organizational risk management processes:

Enterprise Risk Management Policy

Governance Structure, Roles, and Responsibilities

1. The Board of Directors (Board of Directors) oversees risk management to ensure compliance with international standards, and reviews and approves the company's risk management policies and framework. It assigns the Risk Management Committee the responsibility of closely supervising the company's risk management.
2. The Audit Committee (Audit Committee) acknowledges the enterprise risk management report to ensure that the risk management system is appropriate and effective, and aligns with the company's internal control system.
3. Risk Management Committee (Opportunity and Risk Management Committee)

The Risk Management Committee is responsible for establishing the company's risk management policy and operational framework, defining the company's acceptable risk appetite, and providing input for Key Risk Indicators (KRI) to guide business operations. The committee integrates the risk management system with the organization's strategic planning process and ensures that the company has a comprehensive risk management system covering all risk factors related to its vision, goals, business strategies, finance, and other operations. It considers the likelihood and severity of potential impacts, defines clear preventive and corrective measures, assigns responsibilities, and establishes reporting and monitoring mechanisms. The assigned risk managers coordinate and continuously monitor the progress of risk control action plans, thereby ensuring that risk management achieves its defined strategic objectives and goals.

4. The Risk Management Department provides consultation to all departments within the company on the appropriate implementation of risk management processes, as well as analyzing and identifying potential risks that may affect the achievement of the company's business objectives. This includes monitoring and compiling risk management results for internal and external reporting and communication.
5. Management and employees are responsible for being Risk Owners, tasked with identifying, analyzing the causes of risks, assessing the likelihood and impact of risks, developing risk management plans to control and manage risks within their respective scopes of responsibility, and complying with the risk management policy and processes defined by the company.

Risk Management Practices

1. The company establishes a risk management framework and processes that comply with international standards, specifically the principles of The Committee of Sponsoring Organizations of the Treadway Commission (COSO) ERM 2017, to ensure effective company-level risk management aligned with the company's objectives and strategies, and to continuously enhance the efficiency and effectiveness of risk management.

2. The company will manage risks to an acceptable level (Risk Appetite).
3. The company mandates that risks impacting the company's business plans and strategies, as well as emerging risks, must be identified, assessed for their likelihood and impact from potential events, appropriate risk management approaches defined, and reported promptly to the Risk Management Committee, Audit Committee, and Board of Directors for their acknowledgment.
4. The company promotes risk management as a corporate culture that leads to value creation for the company, by ensuring employees are aware of the importance of sustainable risk management through the communication of essential information or the provision of risk management knowledge and skills training.
5. The company mandates the management of sustainability risks, which are risks related to environmental (social and governance (or ESG issues, to prepare for prevention and adaptation to various risks, as well as to seek business opportunities arising from these risks. This involves integrating ESG issues with Enterprise Risk Management (Enterprise Risk Management : ERM).

Enterprise Risk Management Framework

The company establishes a risk management system, adhering to the operational framework based on COSO ERM 2017.

Components of ERM – 2017 COSO Standard



Comprising 5 key components as follows:

1. Governance and Corporate Culture (Governance and Culture): Establishing the foundation of risk management, such as values, responsibilities, and governance structures that promote risk management throughout the organization. The company clearly defines roles and responsibilities in risk management through its Enterprise Risk Management Policy.
2. Strategy and Objective Setting (Strategy and Objective Setting): Linking risk to the definition of business strategies and objectives, and establishing an acceptable risk appetite to achieve desired goals. The company formulates strategies by considering anticipated risks to ensure that strategies and plans can achieve their objectives.
3. Operations: The company identifies and assesses risks by considering the dimensions of likelihood and impact, prioritizes risks through the development of an Enterprise Risk Map, and defines risk response strategies that may affect the achievement of objectives. These responses include four forms: avoidance (reduction (transfer/sharing (Share/Transfer) and acceptance, as well as the development of a Risk Management Plan (Mitigation Plan) and the clear establishment of Key Risk Indicators (KRIs) for major risks.
4. Review and Revision (Review & Revision): The company monitors risk performance, both in terms of the progress of risk mitigation measures (Mitigation Plan) and the effectiveness of adherence to the risk management framework, and makes adjustments regularly in response to changes in the business context or when significant events occur.
5. Information, Communication, and Reporting (Information, Communication & Reporting): The use of necessary information and effective communication channels to ensure that stakeholders understand their roles and risk

information. The company communicates risk information through monthly meetings of relevant committees and working groups and has guidelines for communicating essential information to raise risk awareness among employees within the organization through various activities and engagement initiatives.

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 Risk of a shortage of highly specialized personnel, such as medical teams and medical technologists.

Related risk factors :

Operational Risk

- Shortage or reliance on skilled workers

ESG risk factors : Yes

Risk characteristics

As the Group operates a comprehensive medical service business for individuals with infertility issues, this business relies on high-quality and specialized medical professionals. These include physicians who must specialize in reproductive technology, and embryologists who require specific skills and expertise in each service process, such as ICSI (intracytoplasmic sperm injection) and laser procedures to extract cells for embryo abnormality testing. In a highly competitive market with increasing demand for personnel, while the supply of personnel for infertility treatment businesses remains limited, and given that these highly skilled and specialized personnel require significant time for training and accumulating experience to develop the necessary skills for this field, the Group may be affected by a shortage of such personnel in the future. However, currently, the Group does not face any shortage of personnel in these categories. This is because the Group recognizes the importance of medical personnel and has prepared personnel development plans, including Human Resource Management, to retain talented personnel within the Group for the long term. These plans involve promoting learning by encouraging employees to learn from real-world experience with guidance from executives or supervisors, fostering a positive work attitude to build organizational commitment, and regularly reviewing and adjusting compensation and welfare policies to ensure they are appropriate and fair. Additionally, a Succession Plan has been established to continuously enhance knowledge. Furthermore, the Group's executives maintain good relationships with physicians and medical technologists from various institutions, which serves as another crucial channel for broad access to such personnel. Therefore, the Group believes that the aforementioned approaches will mitigate the risk of personnel shortages in these professions.

Risk-related consequences

A shortage of key personnel in critical professions directly related to the Group's business products and services may affect customer confidence, business operational continuity, as well as competitiveness and the company's long-term revenue.

Risk management measures

In the future, the Group will implement projects for the in-house training of scientists and medical technologists. The Group will recruit medical technologists from various universities and host an Open House project, providing opportunities for medical technology students to attend seminars and visit the company's actual laboratories. This will include presentations on embryo culture knowledge and operational procedures delivered by the company's knowledgeable and expert scientists. This initiative aims to build brand awareness and credibility for the company, thereby attracting high-quality personnel in the future. Furthermore, in the long term, the Group plans to offer scholarships for suitable specialized scientific professions as part of its talent pipeline development process. These efforts will mitigate the risk of long-term shortages of specialized personnel and ensure continuity in efficient human resource management.

Risk 2 Risk of changes in and compliance with relevant laws, regulations, directives, and government policies.

Related risk factors : Strategic Risk

- Government policy

Compliance Risk

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

ESG risk factors : Yes

Risk characteristics

The Group's business operations are subject to the supervision of various agencies, such as the Ministry of Public Health, standards for providing services related to medical assisted reproductive technology under the Act for the Protection of Children Born from Assisted Reproductive Technology B.E. 2558 (2015), and/or other government agencies responsible for regulating licenses or various standards necessary for the Group's business operations, consumer protection laws, as well as laws pertaining to listed companies and capital markets, etc. The Group is therefore required to strictly comply with laws and regulations, including several specified conditions, in order to maintain its licenses, renew its licenses, and ensure continuous and sustainable business operations. During each renewal period, government agencies will inspect the Group's service processes. Should the Group fail to comply with the conditions of its licenses, standards, laws, or various orders from relevant government agencies, the relevant regulatory government agencies may consider suspending or revoking its licenses, or not renewing licenses for the Group, which could potentially impact the Group's operations.

Risk-related consequences

If the Group is unable to comply with the laws and regulations of the relevant regulatory authorities, this may result in the relevant regulatory authorities considering the suspension or revocation of licenses, or the non-renewal of licenses for the Group. This could impact the Group's operations, as well as incur various expenses required for rectification, improvement, and bringing operations back into compliance, and also affect the organization's reputation and image.

Risk management measures

In the past, the Group has been able to comply with established standards and has successfully obtained or maintained the necessary business licenses within the stipulated periods. There has never been any cause for the revocation of the Group's business licenses. Furthermore, the Group has established an internal department responsible for coordinating with government agencies and external regulatory bodies to obtain renewals or registrations of relevant licenses, as well as closely monitoring changes in regulations, rules, and laws pertinent to the Group. Additionally, the Group provides knowledge enhancement programs for management and employees on critical issues, including monitoring and auditing all related operational processes to ensure that the Group conducts its business in accordance with

regulations, rules, laws, and relevant requirements appropriately and correctly.

Risk 3 Risk from changes in medical technology

Related risk factors : Strategic Risk
• Changes in technologies
ESG risk factors : Yes

Risk characteristics

Due to the fact that providing medical services for individuals with infertility issues necessitates reliance on medical assisted reproductive technology, the medical team and medical technologists must constantly monitor and acquire knowledge regarding additional technologies and treatment methods. Furthermore, the provision of medical services for individuals with infertility issues requires the use of modern, efficient, and safe medical instruments and equipment. Therefore, should treatment technology change or become obsolete, the Group may be unable to meet customer demands, and customer decisions may be altered, which could consequently affect the Group's operational performance.

Risk-related consequences

If unable to adapt to changes in treatment technology, the Group may not be able to meet customer demands, and customer decisions may change, which could impact the Group's financial position and operating performance.

Risk management measures

The Group of Companies focuses on and prioritizes the quality of analytical testing and medical services provided to its clients through the use of efficient and safe medical instruments. These instruments are exclusively certified by the U. S. Food and Drug Administration (USFDA) and the Thai Food and Drug Administration (FDA), as these are considered the highest safety standards. The Group of Companies procures medical equipment and instruments from world-renowned distributors who are certified to these standards. These distributors also consistently provide information and collaborative learning opportunities regarding new products and technologies to the Group of Companies, enabling it to understand and prepare plans to address changes in medical treatment technology at all times. Should there be changes in treatment technology, the Group of Companies will conduct studies to understand these changes, the anticipated benefits, and the cost-effectiveness of investment before formulating a capital expenditure plan to acquire new technological medical equipment and instruments as replacements. Furthermore, the Group of Companies continuously monitors information and news regarding technological advancements by encouraging relevant personnel to regularly participate in international academic conferences. New innovation data is also reported to the Board of Directors or relevant committees to ensure that the Group of Companies can always adapt to changes in medical treatment technology, instruments, and equipment.

Risk 4 Risk of reliance on key medical personnel

Related risk factors : Operational Risk
• Reliance on employees in key positions
ESG risk factors : Yes

Risk characteristics

As the Group provides medical services for individuals with infertility issues, founded by a team of expert medical professionals and medical technologists, namely: 1) Assoc. Prof. Dr. Pitak Laokirkkiat, an obstetrician-gynecologist and reproductive technology specialist with over 25 years of experience in providing medical services for individuals with infertility issues; 2) Dr. Parawan Tangtham, a reproductive specialist; and 3) Ms. Piyada Wiratpong, a reproductive medical technologist. These personnel possess extensive knowledge, experience, and expertise, and are well-known and reputable within the medical community for treating infertility. They are key medical service providers for the Group, which is a crucial factor that enhances confidence and encourages patients to continuously choose GFC for their treatment. From 2022 to 2025, Assoc. Prof. Dr. Pitak Laokirkkiat and Dr. Parawan Tangtham collectively earned

professional medical fees representing 71.67%, 62.98%, 34.39%, and 55.20% of the Group's total professional medical fees, respectively. Additionally, Ms. Piyada Wiratpong earned professional medical technologist fees representing 41.53%, 30.58%, 23.50%, and 47.57% of the Group's total professional medical technologist fees, respectively. Therefore, the Group may face risks due to its reliance on these key medical personnel.

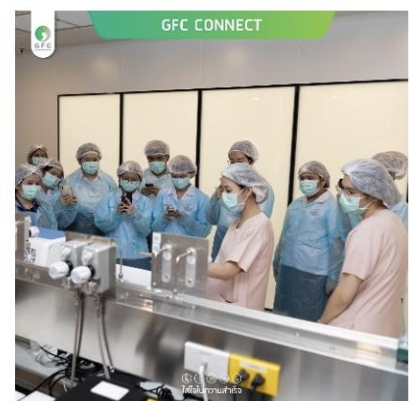
Risk-related consequences

Over-reliance on a single medical professional may cause the company to lose opportunities to build brand recognition with customers, potentially resulting in the loss of future customers and a disruption in revenue growth if customers do not trust other medical professionals.

Risk management measures

The Group of Companies has recognized potential risks. In the past, the Group has developed the GFC brand to be more credible and widely recognized, moving away from a presentation model reliant on a single physician. Other physicians have been encouraged to play a role in driving the organization, for instance, by appearing in media to educate the public through online channels and organizing academic activities led by physicians and scientists to enhance public awareness. Data from the number of service recipients in the past period indicates a continuous increase in patients receiving treatment from physicians who are not the primary relied-upon physician.

For the group of embryologists, the Group of Companies promotes scientists to acquire knowledge, expertise, and international certification, ensuring a continuous supply of personnel who can grow in their careers or reach a level comparable to Ms. Piyada Wiratpong. Furthermore, the Group regularly conducts in-house training programs for scientists to support future business expansion and manage the risk of over-reliance on individual personnel, thereby fostering sustainable future growth.



Risk 5 Risk from reliance on suppliers of pharmaceutical products, medical supplies, and laboratory analytical reagents

Related risk factors : Strategic Risk

- Reliance on large partners / distributors or few partners / distributors

ESG risk factors : Yes

Risk characteristics

The procurement and maintenance of high-quality and sufficient pharmaceutical products, medical supplies, and laboratory reagents are crucial factors for providing medical services to individuals with infertility issues through innovative assisted reproductive technology. The distributor is a leading global group of companies specializing in the distribution of pharmaceutical products, medical supplies, instruments, and medical equipment, certified with international quality and standards. It also serves as a business partner with several global pharmaceutical product distribution groups. This partner has consistently demonstrated strong operational capabilities and possesses an extensive network, enabling them to consistently meet the Group's needs rapidly and efficiently. Regarding the second

distributor, it is a group of companies acting as the sole distributor of laboratory reagents from a foreign manufacturer. These reagents are specifically used for Next-Generation Sequencing (NGS) analysis in embryo genetic testing laboratories and are exclusively compatible with NGS embryo genetic testing machines, which feature the most modern and suitable technology currently available. Therefore, the Group may face risks due to its reliance on these distributors.

Risk-related consequences

Over-reliance on a single business partner may affect business continuity if the partner is unable to deliver medicines and medical supplies according to the specified quantity and timeframe. Furthermore, it may lead to missing opportunities to benefit from fair and competitive prices for medicines and medical supplies. This could result in limitations in managing service costs or operational costs, consequently impacting the company's financial position and operational performance in the long term.

Risk management measures

The Group has recognized the risk associated with relying on such distributors. Therefore, it has a policy to procure pharmaceutical products and medical supplies from domestic manufacturers or authorized distributors of foreign manufacturers that meet the Group's standards. An Approved Vendor List for pharmaceutical and medical supply companies is maintained, with consideration given to several factors such as licenses and standard certifications, approval from the U.S. Food and Drug Administration (USFDA) and the Thai Food and Drug Administration (FDA), the ability to supply quality pharmaceutical products and medical supplies, reputation, physician demand, and the product delivery system to the Group, among others. There are no specific contracts or obligations regarding the procurement of pharmaceuticals, medical supplies, medical materials, and medical devices with any particular vendor.

The Group is confident that it can manage the risk of relying on distributors of pharmaceutical products, medical supplies, and laboratory reagents. This is because the Group has maintained good relationships with the manufacturers of these pharmaceuticals, medical supplies, and laboratory reagents. In 2025, a Procurement Committee was appointed, responsible for establishing the company's procurement policies and related guidelines, evaluating and selecting suitable vendors or contractors, overseeing and monitoring the procurement process to ensure compliance with procedures, and regularly reporting to management. Concurrently, the procurement department and relevant units systematically control and monitor procurement operations, ensuring they are auditable. Furthermore, the Group has not experienced any issues with ordering or shortages of these pharmaceutical products, medical supplies, and laboratory reagents in the past. In addition, the Group maintains good relationships with key distributors in the market, enabling it to procure pharmaceuticals and medical supplies from other distributors besides those mentioned above. Moreover, most distributors are merely agents and not direct manufacturers of pharmaceutical products and medical supplies. Therefore, pharmaceutical products and medical supplies can be procured from alternative distributors without affecting transition costs or incurring any opportunity losses.

Risk 6 Risk of being sued for damages from medical services

Related risk factors	:	
		<u>Compliance Risk</u>
		• Legal risk
ESG risk factors	:	Yes

Risk characteristics

Due to the Group's business operations involving comprehensive medical services for individuals with infertility issues, the Group is exposed to the risk of lawsuits from service recipients or related stakeholders. Such lawsuits could be filed against medical personnel or the Group itself, should service recipients or their relatives be dissatisfied with treatment outcomes that do not meet their expectations and/or the medical services provided by the Group. Although the Group has not been subject to any lawsuits or accusations related to its medical treatment or services in the past, any future litigation could adversely affect the Group's reputation and operations.

Risk-related consequences

Being sued by service recipients or related stakeholders affects the organization's credibility, image, and reputation, as well as various expenses for potential legal proceedings or litigation, and the long-term sustainability of the company.

Risk management measures

Given the aforementioned risks, the Group has clear plans and procedures to prevent the occurrence of the various incidents mentioned above. The Group has established service processes that must comply with relevant standards and criteria, which are under the supervision of the Ministry of Public Health, the Medical Council, and the service standards related to medical assisted reproductive technology as per the Act on the Protection of Children Born by Assisted Reproductive Technology B.E. 2558 (2015). Throughout the past, the Group's medical personnel have strictly adhered to the prescribed standards. Furthermore, prior to every service, the Group requires service recipients to sign a consent form for all treatment steps, in accordance with the Medical Council's regulations. This ensures that service recipients and their spouses are informed of the service procedures, success rates, precautions, and potential risks associated with the services. After receiving services from the Group, service recipients are asked to evaluate their satisfaction with the services and treatments received, in order to assess service quality and operational efficiency. This serves to develop and improve the Group's services and also acts as a measure to prevent the risk of lawsuits claiming damages.

Furthermore, should complaints arise or service recipients express dissatisfaction with the services provided, the Group has policies and procedures in place to address them according to the severity of the situation, such as actions taken by relevant nurses, doctors, the marketing department, and senior management, among others. Additionally, in 2025, a Quality Committee was appointed with the role and responsibility to oversee, supervise, and develop the quality of services and work processes to comply with international standards and relevant professional standards, as well as to establish an incident reporting process within the organization. This promotes a culture of continuous operational performance improvement to ensure accurate and timely reporting and communication of information, as well as genuine root cause analysis to prevent recurring errors, and to define preventive measures to systematically and effectively reduce potential risks. This also helps elevate the quality of services and treatment, prevent and mitigate long-term negative impacts, and build confidence among stakeholders in all sectors.

As of December 31, 2025, the Group has not faced any significant lawsuits claiming damages from medical treatment and/or services.

Risk 7 Risk from withholding tax remittance in the event that the Revenue Department's assessment of physicians' personal income tax differs from the company's guidelines.

Related risk factors :

Compliance Risk

- Violations of laws and regulations

ESG risk factors : Yes

Risk characteristics

As physicians are key personnel in providing services for the Group, the Group has entered into a written agreement under the "Agreement for the Use of Premises for Independent Professional Practice" with specialist physicians who provide treatment to service recipients for the Group. The purpose of this agreement is for physicians to use the Group's premises, diagnostic equipment, medicines, and medical supplies, and for physicians to share revenue with the Group. Physicians are not employees of the Group; rather, they authorize the Group to collect medical fees from service recipients and remit them to the physicians. The Group will provide the necessary premises and equipment for diagnosing service recipients. If considered in accordance with the guidelines of the Revenue Department regarding agreements between hospitals and physicians similar to those of the Group, income from medical examinations and treatments received by physicians from service recipients is classified as income from independent professional services under Section 40(6) of the Revenue Code. When the Group collects medical examination fees or medical personnel fees from service recipients and remits such income to the physicians, the Group is therefore not required to withhold income tax before remitting the revenue share to the physicians.

However, in practice, the Revenue Department's collection of such taxes from physicians' medical examination income may differ from the criteria applied by the Group. Therefore, the Group may face a risk of not remitting withholding tax from physicians' income, which could result in the Group being liable for withholding income tax, tax surcharges, and other related taxes, in the event of differing interpretations of tax law regarding the classification of such physician compensation income.

Risk-related consequences

May incur liability for withholding income tax and tax surcharges, as well as other relevant taxes, should there be differing interpretations of tax law concerning the classification of such medical remuneration income. This would impact the company's operational performance and corporate image and reputation.

Risk management measures

The Group of Companies engaged a tax advisor to assess the correctness of the nature of income for which the Group of Companies pays professional fees to medical practitioners. The tax advisor has provided an opinion that these items constitute income under Section 40(6) of the Revenue Code, consistent with the Group of Companies' current practice. Furthermore, to mitigate the impact of future tax risk factors, the Group of Companies has stipulated in its contracts with medical personnel that the medical practitioners shall be responsible for any expenses that may arise from additional tax assessments imposed on the Group of Companies due to individual doctors' withholding tax matters.

Risk 8 Risk from income volatility due to economic slowdown

Related risk factors :

Financial Risk

- Income volatility

ESG risk factors : No

Risk characteristics

Given the slowing economic conditions and the uncertain economic outlook for 2025 extending into 2026, which remains a challenging period for businesses, coupled with global geopolitical conflicts, the purchasing power of service recipients has decreased. Decisions to spend on high-value services are being postponed or delayed, causing the group's revenue to fluctuate or potentially slow down. Furthermore, competition is likely to intensify, especially in Bangkok and its vicinity, due to the concentration of numerous large hospitals and specialized clinics.

Data from the KASIKORN Research Center indicates that the total infertility market value in 2025 is expected to experience slower growth compared to the previous year. This is attributed to a deceleration in foreign patients seeking services, in line with the slowing global economy, and consistent with the declining trend of foreign tourists in Thailand compared to the previous year. Meanwhile, the Thai market continues to face pressure from a sluggish economy, with a decreasing trend in the willingness to purchase goods or services, leading some to postpone their family planning. This suggests that the revenue growth rate for infertility treatment service providers this year is expected to decline, as the number of patients/egg retrieval cycles is not accelerating as in the previous year, particularly in Q1, which is still influenced by the preference for giving birth in the Year of the Dragon. Concurrently, businesses also face pressure from high operating costs, but these are aimed at generating continuous future revenue, such as investments in branch expansion or new technologies.

Risk-related consequences

Economic fluctuations impact consumer purchasing power and decision-making, consequently affecting cash flow in business operations and revenue growth, which may not align with predetermined targets.

Risk management measures

However, the revenue of this business significantly depends on the standard of service and treatment, and the success rate. This leads the Group to develop service quality, elevate treatment in various stages, and invest in new technologies that will help increase the success rate. This is coupled with formulating strategies to build business partnerships with major private hospital groups to create and attract new customer segments and establish a

competitive advantage for long-term revenue and profit margin growth, as well as adapting marketing strategies to align with rapidly changing situations.

Furthermore, the Group continues to identify opportunities among international clients, which remains a high-potential market. Therefore, marketing efforts are focused on attracting this customer segment to increase service utilization, both in 2025 and continuously into 2026. Moreover, the infertility treatment service business has growth opportunities in the future due to more flexible adjustments to relevant regulations, particularly China's pro-natalist policies, the enforcement of the Equal Marriage Act, and the preparation to amend Thailand's surrogacy laws. In addition, this includes the growing global trend of egg freezing. With GFC Group's strengths in knowledgeable, capable, and specialized personnel, especially the team of doctors, nurses, and embryologists, reflected by a treatment success rate that remains above standard, these factors will continue to be the Group's strengths, enhancing its competitive potential and continuously generating growing revenue in the next period.

Information on business continuity plan (BCP)

Business Continuity Plan (BCP)

Business Continuity Plan (BCP) : No

Sustainable supply chain management

Information on sustainable supply chain management policy and guidelines

Sustainable supply chain management policy and guidelines

Company's sustainable supply chain management : Yes
policy and guidelines

Information on sustainable supply chain management plan

Sustainable supply chain management plan

Company's sustainable supply chain management : Yes
plan

The company places strong importance on managing stakeholders in a comprehensive manner, covering both internal and external parties and considering impacts in all dimensions. It also focuses on sustainability management across its entire business value chain in order to create long-term shared value.

The company's value chain includes key processes starting from the selection and procurement of high-quality, standard-compliant raw materials and medical supplies for healthcare and laboratory services. It also includes research and development of treatment technologies as well as the application of modern medical tools, equipment, and innovations to improve service efficiency and effectiveness while reducing environmental impact.

In addition, the company emphasizes enhancing the patient experience by continuously monitoring and evaluating customer satisfaction. A structured complaint management system is also in place to support continuous improvement in service quality.

Overall, this value chain management approach reflects the company's commitment to conducting business with quality, safety, transparency, and sustainability, while responding in a balanced way to the needs of all stakeholder groups.

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 : No

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

	2023	2024	2025
Research and development (R&D) expenses over the past 3 years (Million Baht)	0.00	0.00	0.00

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

Information on organizations innovation culture development and promotion process

Process of developing and promoting the company's innovation culture

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

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

Benefits of innovation development

Financial benefits

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

Non-financial benefits

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

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