Translation

Bumrungrad Hospital Public Company Limited
Nomination and Remuneration Committee's Charter

1. Objective

To assist in considering and selecting qualified persons to hold the position of the Company's directors through a transparent and standardized selection process, and to ensure that principles of directors' remuneration are established fairly and with transparency, and that the remuneration scheme for directors are put in place and are appropriate for their duties and responsibilities, in order to retain the appropriate personnel.

2. Definition

"The Company"	means Bumrungrad Hospital PLC and its subsidiaries
"Board"	means the Board of Directors of Bumrungrad Hospital PLC
"Committees"	means committees as appointed by the Board

3. Appointment & Term of Service

3.1 The Board shall appoint the Nomination and Remuneration Committee, comprising three members, of which at least one must be an independent director;

3.2 The Board shall appoint the Chairman of the Nomination and Remuneration Committee, who shall be an independent director;

3.3 The term of each member shall be three years, unless the member vacates the position of the Company's director, in which case, the position as a member of the Nomination and Remuneration Committee also expires. In order to maintain continuity, members may be re-elected;

3.4 If any Nomination and Remuneration Committee member vacates the position before the expiration of the term of service, the Board must appoint another Nomination and Remuneration Committee member, who is fully qualified, to replace such position. Such replacement will serve only up to the expiration of the term belonging to the original member; and

3.5 The Board shall appoint the Company Secretary as the Secretary to the Nomination and Remuneration Committee.

4. Qualification of the Nomination and Remuneration Committee Members

4.1 Must be a director, but not the Chairman of the Board and must not be an executive director; and

4.2 Contributes adequate time to fulfill the Nomination and Remuneration Committee's duties.

5. Duties and Responsibilities

a) Nomination

- Considers the appropriate size, composition and term of the Board;
- Considers and recommends whether there should be a retirement age for directors, and recommends to the Board the directors' retirement age
- Formulates and reviews qualifications of directors and members of the Committees;
- Proposes and reviews candidates for the director position in case of vacancies or for any other reasons, including collecting a list of candidates nominated by shareholders, to be approved by the Board of Directors and/or Shareholders' Meeting as the case may be; and
- Considers and proposes qualified directors to be a member of a Committee when there is a vacancy.

b) Remuneration

- Determines the procedures and criteria for fair and reasonable compensation for directors and Committee members; and
- Recommends remuneration for directors and Committee members, including remuneration of the Nomination and Remuneration Committee members, to the Board of Directors and/or Shareholders' Meeting, as the case may be.

c) To perform other duties relevant to the Nomination and Remuneration Committee as may be assigned by the Board

- Implements an evaluation process to assess the performance of the Board and Committees, including proposing their Performance Evaluation Form.
- Undertakes an annual Board performance evaluation which compares the performance of the Board with the requirements of the Board Charter, and proposes the evaluation results with recommendation for requisite improvements to the Board for approval.

In order to fully perform its duties, the Nomination and Remuneration Committee may seek independent opinion from other professional sources when it is deemed necessary, including in matters concerning the training and development of the Committee members related to their duties and responsibilities. The Company shall be responsible for such expenses.

6. Remuneration

Nomination and Remuneration Committee members will receive remuneration appropriate for their duties and responsibilities as approved by the Board and/or Shareholders' Meeting as the case may be. The Company is required to disclose such remuneration in its annual report.

7. Meeting

The Chairman of Nomination and Remuneration Committee is responsible for calling the meetings. The Nomination and Remuneration Committee shall hold a meeting at least once a year and may hold special meetings as deemed appropriate.

The quorum for a Nomination and Remuneration Committee meeting may not be less than half of the total number of the Nomination and Remuneration Committee members. The Chairman of Nomination and Remuneration Committee shall be the chairman of the meeting. If the Chairman is absent, meeting members must select one Nomination and Remuneration Committee member to serve as chairman for the meeting.

Meeting resolutions will be by majority vote. Each Nomination and Remuneration Committee member has one vote. If voting result is equal, the Chairman shall be the casting vote.

Any Nomination and Remuneration Committee member with personal conflict of interest on any issues cannot vote on that particular matter, except the consideration of remuneration of Nomination and Remuneration Committee.

The Nomination and Remuneration Committee may invite management or any other concerned parties to attend the meeting to clarify any pertinent matters.

8. Reporting

The Nomination and Remuneration Committee shall report to the Board the results of their meetings and submit minutes of meetings to the Board, so that the Board is kept informed.

9. Effective Date

This Charter has taken effect, as approved by the Board, on 5 November 2025.

Signed .....

(Chai Sophonpanich)
Chairman of the Board