

Rules and Procedures for Proposing Directors' Remuneration

The Board has a policy to determine the remuneration of directors and committee members at an appropriate level, aligned with their roles, duties, and increasing responsibilities. Consideration is also given to the directors' knowledge and experience, the Board's performance evaluation results, overall economic conditions, and the Company's operating performance. In addition, the remuneration is benchmarked against that of directors in other listed companies of comparable size within the same industry to ensure competitiveness and the ability to attract and retain qualified individuals to serve as directors. The Board also takes into account the best interests of shareholders, including dividend payments and the appreciation of the Company's share price.

The Nomination and Remuneration Committee's authority to set director remunerations is as follows:

1. To establish criteria and procedures for determining the remunerations of directors and committee members in accordance with the policies of the Board of Directors.
2. To present remunerations of directors and committee members and those of the Nomination and Remuneration Committee members to the Board of Directors Meeting and the Annual General Meeting for their approval.

Components of Remunerations of Directors, Committee Members, and Executives

○ **Directors' remunerations** comprise:

- Annual remunerations
- Meeting allowances
- Personal and family medical benefits.

Regarding the annual remuneration, the Nomination and Remuneration Committee shall determine the annual remuneration of the directors in accordance with the specified criteria.

Regarding meeting allowances and medical benefits, at the 30th Annual General Meeting in 2023, shareholders approved the total annual meeting allowances budget, as well as the per-person rates for directors and committee members. Additionally, they agreed to annual medical benefits for directors and their families. These allowances applied starting 1 January 2023 and remain in effect until any future changes are made (the "**Criteria**"). The specifics are listed below:

The annual meeting allowance for directors and committee members shall not exceed Baht 5.6 million, where rates are as follows.

Baht/person/meeting

Board of Directors Meeting	
Chairman	65,000
Vice Chairman	50,000
Director	40,000

Baht/person/meeting

Committee's Meeting	Audit Committee	Nomination and Remuneration Committee	Investment Committee
Chairman	60,000	55,000	55,000
Committee member	40,000	40,000	40,000

To date, the total amount and the per-person rate of annual meeting allowances have remained unchanged.

The annual medical benefits for directors and their families, following the Criteria which were slightly updated in 2024 and further refined in 2025, are provided below.

Personal medical benefits

2025	2024	2023
Each director will be entitled to medical benefits of not exceeding Baht two million per year, applicable at Bumrungrad Hospital, Vitallife Clinics, and Esperance Clinic. The amount exceeding Baht two million will be entitled to a 50% discount.	Each director will be entitled to medical benefits of not exceeding Baht two million per year, applicable at Bumrungrad Hospital, Vitallife Clinics, and Esperance Clinic. The amount exceeding Baht two million will be entitled to a 50% discount.	Each director will be entitled to medical benefits of not exceeding Baht two million per year, applicable at Bumrungrad Hospital, Vitallife Clinics, and Esperance Clinic. Any amount exceeding Baht two million will be entitled to a 50% discount.
-	-	In addition, a special privilege for each director to utilize the facility at RAKxa, Vitallife @ Bangkrajao Clinic for up to Baht 100,000 per year.
Directors who qualify as ¹ Former Directors and retire after 1 May 2025 will continue to receive their last medical benefits for a period of two years post-retirement.	-	-

Family Medical benefits

2025	2024	2023
Parents, spouses, and children will be entitled to a 30% discount applicable at Bumrungrad Hospital.	Parents, spouses, and children will be entitled to a 30% discount applicable at Bumrungrad Hospital.	Parents, spouses, and minor children (up to 20 years old) will be entitled to a 30% discount applicable at Bumrungrad Hospital.

¹ Former Director means a person who used to work with Bumrungrad Hospital PCL as a director for over six years and does not conduct a business, nor become a partner or a director in other entities, having the same nature, and competing with the Company's business.

- **Committee members** will receive a meeting allowance only.
- **Remunerations of senior executives and Managing Director** comprise:
 - Fixed monthly salary
 - Annual bonuses, assessed based on performance indicators such as financial results, management efficiency, service quality, and governance and risk management metrics
 - Benefits provided under the Company policy

The Company determines remuneration for senior executives and the Managing Director based on both individual performance and the Company's overall performance.

The details of individual directors' remuneration for 2025, as approved by the Annual General Meeting, and the executives' total remuneration were disclosed in the Remuneration of Directors, Committee Members, and Executives section of the Company's 56-1 One Report.
