โรงพยาบาลลาดพร้าว
LADPRAO GENERAL HOSPITAL

INVITATION to

The 37th Annual General Meeting of Shareholders for the Year 2026

Monday, April 20, 2026, at 2.00 p.m.

At the 3rd Floor, the Ballroom,

The Grand Fourwings Convention Hotel

333 Srinakarin Road, Huamark, Bangkapi, Bangkok.

Registration Starts at: 12.30 p.m.

For more convenience,

kindly bring the required registration documents to the Meeting.

LPH

Ref: LPH.031 / 2026

March 27, 2026

Re: **Invitation to the Annual General Meeting of Shareholders No.37/2026**

Attention: **Shareholders of Ladprao General Hospital Public Company Limited**

Enclosures:
1. A copy of Minutes of the Annual General Meeting of Shareholders No.36/2025
2. 56-1 One Report)/ Financial Statements for the year 2025 (in QR-Code)
3. Profiles of the Nominated Persons to be appointed as Directors to replace the Directors who are due to retire by rotation
4. Company's Articles of Association relevant to Shareholder's Meeting
5. Documents and evidence that attendees must present before attending the meeting
6. Profiles of Independent Directors nominated by the Company to Serve as Proxies
7. Map of the AGM Venue
8. Proxy Form A, B, and C
9. Registration Form for 2026 AGM

The Board of Directors' Meeting of Ladprao General Hospital Public Company Limited ("Company") No. 1/2026, held on 19 February 2026 had passed the resolutions to approve the convening of the Annual General Meeting of the Shareholders No. 37/2026 ("AGM No. 37/2026") at 2.00 p.m. of Monday, April 20, 2026, at the Ballroom on the 3rd floor, The Grand Fourwings Convention Hotel Bangkok, 333 Srinakarin Road, Huamark, Bangkapi, Bangkok to consider the following agenda items:

Agenda 1 : To consider and certify the minutes of the Annual General Meeting of Shareholders No. 36/2025

Purpose 0and Rationale: The Company arranged the 36/2025 Annual General Meeting of Shareholders on April 21, 2025 (Please see Enclosure:1 for details.).

The Board of Directors' Opinion: The Board has determined it appropriate to certify the minutes of the Annual General Meeting of Shareholders No.36/2025 held on April 21, 2025.

Required Votes: *To approve this matter, the resolution shall be adopted by the majority votes of shareholders and granted proxies who attend the meeting and cast their votes.*

Agenda 2: To acknowledge the Company's 2025 performance and the annual report (56-1 One Report)

Purpose and Rationale: The Company's operation and financial performance for the year 2025 is reported to the shareholders, as shown in the Company's 56-1 One Report for the year 2025 / financial statements for the year 2025 delivered to the shareholders in QR-Code Format (Please see Enclosure:2 for details.)

The Board of Directors' Opinion: The Board acknowledges the Company's operating performance and the 2025 annual report (56-1 One Report).

Required Votes: *This agenda is for acknowledgment, no voting.*

Agenda 3: To consider and approve the financial statements for year ended December 31, 2025

Purpose and Rationale: According to Section 112 of Public Limited Company Act B.E. 2535, and the Company's Articles of Association Clause 40, a public company shall prepare and have the balance sheets as well as profit and loss accounts audited at the end of fiscal year and submitted to the shareholders' meeting for approval. The Company's financial statements for the year ended December 31, 2025, had already been audited by the certified public accountant, with the opinion that its financial performance and its cash flows for the year then ended in accordance with the Thai Financial Reporting Standards, The Audit Committee of the Company had also passed the review of such statements. The details are shown as parts of 56-1 One Report attached (see Enclosure:2) with this invitation.

Summary of Financial Position and Performance for the Year 2025

Description	Consolidated financial statements	Separate financial statements
Total assets (Baht)	2,944,694,533.39	2,456,870,982.95
Total liabilities (Baht)	800,793,761.31	670,841,097.25
Total shareholders' equity (Baht)	2,143,900,772.08	1,786,029,885.70
Total revenues (Baht)	2,614,264,845.86	2,211,692,729.07
Profit attributable to Owners of the Company (Baht)	196,601,723.69	148,303,758.58
Profit per share (Baht/Share)	0.27	0.21

The Board of Directors' Opinion: The Board approved and agreed to present to the AGM for approval of the Company's financial statements for the fiscal year ended December 31, 2025, which had already been audited by the certified public accountant and reviewed by the Audit Committee.

Required Votes: *To approve this matter, the resolution shall be adopted by the majority votes of shareholders and granted proxies who attend the meeting and cast their votes.*

Agenda 4: To consider and approve the appropriation of 2025 net profit, dividend payment, and acknowledge the payment of the interim dividend.

Purpose and Rationale: Regarding to, the Company's dividend payment policy, it is determined that: "The dividend be paid not less than 50 percent of the net profit of the Company described in the separate financial statements after less any relevant taxes and all reserves required by law and the Company." However, there may be some adjustment in case the Board deems necessity. The appropriation of the Company's net profit and the dividend payment must be submitted to the shareholders' meeting for approval. The Board of directors may pay interim dividends to shareholders if the Company has sufficient profit and will report this in the next shareholders' meeting.

The Board of Directors' Opinion : The Board deems appropriate to approve the dividend payment to 720 million ordinary shares at the rate of Baht 0.18 per share (eighteen satang) totaling of Baht 129.6 million of which Baht 0.13 per share thirteen satang) totaling of Baht 93,600,000 or equal to 63.11% derived from Company net profit for the year 2025, and Baht 0.05 per share five satang) amounting to Baht 36,000,000 paid from unappropriated retained earnings, and acknowledge the interim dividends paid to 720 million ordinary shares comprising payment NO. 1/ 2025 at the rate of Baht 0.03 per share (three satang) on September 5, 2025 and NO. 2/2025 at the rate of Baht 0.05 per share (three satang) on December 9, 2025, totaling Baht 57.6 million. Therefore, the remaining dividend appropriated to 720 million ordinary shares for this period shall be at the rate of Baht 0.10 per share (ten satang) totaling Baht 72,000,000 which is set to be paid of May 8th, 2026. This dividend distribution is subject to corporate income tax of 20% whereby individual shareholders are entitled to a dividend tax credit in accordance with applicable regulations. This dividend payment is consistent with the Company's dividend policy, which stipulates a payout of no less than 50% of the net profit from the separate financial statements, after the deduction of corporate income tax and all required legal reserves.

The record date for the right of shareholders to receive the dividend is scheduled to be on April 28th, 2026, and the dividend payment date shall be May 8th, 2026. The "XD" date (the first day that a buyer can purchase a security and not be entitled to receive the dividend) posted in the Stock Exchange is April 27 th, 2026.

"The aforesaid dividend payment shall be proceeded following the approval of the shareholders' meeting"

Accordingly, the Company is not required to allocate any additional legal reserve , as it has already attained the amount mandated by law and the Company's Articles of Association.

Comparison of Dividend Payment are set out as follows:-

Details of Dividend payment	Year 2025	Year 2024
1 Net profit after relevant taxes and legal reserves	148,303,758.58	108,101,432.19
2. PAR value (Baht/share)	0.50	0.50
3. Annual dividend payment (Baht/share)	0.18(*)	0.18
Pay to total amount of ordinary shares (million shares)	*720*	*720*
3.1 dividend payout derived from net profit	Baht 0.13 per share	Baht 0.10 per share
Total dividend payment	Baht 93.60 million	Baht 72.0 million
: Annual dividends paid per net profit	63.11%	66.60%
3.1.1 interim dividend NO.1	0.03 (**)	0.03
Total dividend payment	Baht 21.6 million	Baht 21.6 million
3.1.2 interim dividend NO.2	0.05 (**)	0.05
Total dividend payment	Baht 36.0 million	Baht 36.0 million
3.1.3 remaining dividend	0.05 (*)	0.02
Total dividend payment	Baht 36.0 million	Baht 14.4 million
3.2 dividend payout derived from Retained earnings	Baht 0.05 per share(*)	Baht 0.08 per share
Total dividend payment	Baht 36.0 million	Baht 57.6 million
Retained earnings Unappropriated before combining comprehensive income for the year	*332,267,044.37*	*354,060,847.52*
4. Total dividend payment (Baht)	129,600,000.00	129,600,000.00

Remark * Propose for approval

** Propose for acknowledgement (the payment of interim dividends No.1/2025 on September 5,2025 , and No 2/2025 on December 9,2025)

Required Votes: *To approve this matter, the resolution shall be adopted by the majority votes of shareholders and granted proxies who attend the meeting and cast their votes.*

Agenda 5: To consider and approve the appointment of directors to replace those who are due to retire by rotation

Purpose and Rationale: Regarding Clause 17 of the Company's Articles of Association, it is determined that:-

"At every annual general meeting of shareholders, one-third (1/3) of the directors, or if the number is not a multiple of three, then the number nearest to one-third (1/3) shall retire from the office.

A director who vacates office upon the expiration of their term may be eligible for re-election. The directors to retire from the office in the first and second years following the registration of the Company shall be drawn by lots. In every subsequent year, the directors who have been in office for the longest period must retire from office."

At present, the Company's Board consists of 8 directors. For 2026 Annual General Meeting of Shareholders, there are 3 directors who are due to retire by rotation this year comprising:

(1)	Mr.Pipat Savetvilas	Deputy Chairman of the Board
(2)	Mr.Kulthon Nakaprom	Independent Director / Chairman of the Audit Committee/ Chairman of Nomination and Remuneration Committee
(3)	Mr.Somchao Tanterdtham	Director

Please see Enclosure:3 for the profile of the nominated candidates for the election of new directors.

The Nomination and Remuneration Committee who has no conflicts of interest has reviewed the qualifications of Company Directors based on the relevant laws and regulation and has the opinion to propose the re-appointment of the following three persons who will be retiring to resume their directorships for another term to the AGM no.37/2026 for approval due to their suitable qualification, knowledge, experience, skill and expertise that will benefit to the Company's operations.

Due to the fact that, 1 retiring director named tvilas Mr.Kulthon Nakaprom is also a member of the Company's Sub-Committee as earlier described. Pursuant to the Charters of the Sub-committees, the term of office for each Sub-committee member shall correspond to their respective term of office as a Director of the Company. Committee and the of Nomination and Remuneration Committee Therefore, the approved re-election of Accordingly, the resolution to re-elect Mr.Kulthon Nakaprom as a Director of the Company for another term shall effectively result in his reappointment to the Sub-committees for a concurrent term.

Furthermore, in compliance with the Principles of Good Corporate Governance, the Company provided an opportunity for shareholders to nominate qualified candidates for the position of Company director in advance, from October 1, 2025 , to December 1, 2025 , through announcements on the Stock Exchange News Network and the Company's website. Upon the conclusion of the specified period, no candidates were nominated by any shareholder.

The Board of Directors' Opinion: The Board of Directors, excluding related members , has considered and agreed with the Nomination and Remuneration Committee's proposal, thus, deems appropriate to propose to the shareholders' meeting to approve the re-appointment of the 3 retiring directors~~,~~ to resume their directorships for another office term. Each nominated director proposed in this agenda has passed the Board's consideration which confirmed that their qualifications are well-suited to the Company's business operation. In addition, one nominated as an Independent Director is deemed capable of providing independent opinions in full compliance with the relevant regulations.

Required Votes: *To approve this matter, the resolution shall be adopted by the majority votes of shareholders and granted proxies who attend the meeting and cast their votes.*

Agenda 6: To consider and approve the directors' remuneration

Purpose and Rationale: Pursuant to Article 90 of the Public Companies Act B.E. 2535 (as amended) and Clause 22 of the Company's Articles of Association, the directors' remuneration, i.e. meeting allowances, incentives, bonus, and/or any other payment shall be approved by the Annual General Meeting of Shareholders with not less than two-thirds of the votes of the shareholders attending the meeting. The Remuneration may be fixed in amount or stated in policy either for a fixed or resumed period until the policy further change approved by the shareholders' meeting. In addition, the Directors are eligible for the Company employees' benefit as stated.

The Nomination and Remuneration Committee has conducted a comprehensive review and screening of the compensation for Directors and Sub-committee members, including Director bonuses. This evaluation was based on a thorough assessment of appropriateness, considering the Company's performance, alignment with industry benchmarks of similar scale, and the specific duties and responsibilities of the Directors. Accordingly, the Committee proposes the following compensation structure:

1. Meeting Allowances

Unit: Baht

Details of Board/Committee	Meeting Policy	Propose for Approval Year 2026 **(Per attendance)**	Year 2025 **(Per attendance)**
Board of Directors	At Least Once A Quarter		
President		30,000	30,000
Vice President		25,000	25,000
Director		20,000	20,000
Executive Committee	At Least Once A Quarter		
President		20,000	10,000
Vice President		9,000	9,000
Director		8,000	8,000
Audit Committee	At Least Once A Quarter		
President		30,000	30,000
Director		20,000	20,000
Nomination and Remuneration Committee	At Least Once A Year		
President		30,000	30,000
Director		20,000	20,000

2. Directors' Bonus

Details of the Directors' Bonus for the year 2023-2025 are as follows:

Unit: Million Baht

Bonus Approval Paid in Year	Directors' Bonus Budget	Actual Bonus Payment
2023	3% of 2022 Company profit before income taxes or equal to Baht 11.82 million but not exceeding the budget of Baht 5.00 million	3.50
2024	3% of 2023 Company profit before income taxes or equal to Baht 3.9 million but not exceeding the budget of Baht 5.00 million	2.56
2025	3% of 2024 Company profit before income taxes or equal to Baht 3.46 million but not exceeding the budget of Baht 5.00 million	2.28

For the year 2026, it is proposed to consider and determine the criteria for payment of remuneration for directors as follows:

1) Only if the Company makes profits and declares dividend payment to shareholders; and
2) The directors' remuneration shall be allotted based on the Company's net profit within the budget of 3% of profit before income tax expenses of the Company described in the separate financial statements but not exceeding Baht 5 million; and
3) The allocation as well as payment procedure shall be set by the Board of Directors' resolution.

3. Any other benefits: Not applicable (same as last year)

The Board of Directors' Opinion: The Board of Directors deems it appropriate for the shareholders' meeting to approve the remuneration for the Directors and Sub-Committee members as well as the Directors' bonus as proposed by the Nomination and Remuneration Committee based on the Company's performance and industry benchmarks of similar scale, and has received the endorsement of the Board of Directors. .

Required Votes: *A resolution on this agenda requires approval by at least two-thirds of the attending shareholders and proxies.*

Agenda 7: To consider and approve the appointment of the auditors and determine the auditing fee of 2026

Purpose and Rationale: In compliance with the Public Companies Act B.E. 2535 (as amended), the shareholders' meeting must approve the appointment of the auditors and determine the auditor remuneration for each fiscal year. For the 2026 fiscal year, the Audit Committee has proposed to the Board of Directors to appoint the auditors with the following details: -

1. **Auditor's Name and Auditing Firm** Propose to appoint the auditors from Dharmniti Auditing Company Limited whereas one of the following nominated auditors, Miss Soraya Tintasuwan Certified Public Accountant No.8658 or Miss Nannaphat Wannasomboon Certified Public Accountant No.7793 or Miss Roongnapha Saengchan Certified Public Accountant No.10142 or Mr.Peradate pongsathiansak Certified Public Accountant No.4752 may audit and provide opinions on 2026 financial statements of Ladprao General Public Company Limited.

   In addition, after due consideration, the Board opined that Dharmniti Auditing Company Limited is qualified to perform the audit responsibility for the Company's subsidiaries due to the appropriate qualification and experience of the audit team approved by the office of SEC and the proposed remuneration is appropriate for the increased workload.
2. The auditor's remuneration excluding other charges for the fiscal year 2026 has been proposed for approval with the following details:

Audit Fee	Propose for Approval Year 2026	Year 2025	Notes
1. Quarterly Review fee (3 quarterly financial statements)	795,000.00	750,000.00	เพิ่มขึ้น 6%
2. Annual Audit fee (Consolidated and Separate Financial Statements)	1,070,000.00	1,050,000.00	เพิ่มขึ้น 1.9%
3. Non audit fee	-	-	-
Total	1,865,000.00	1,800,000.00	**เพิ่มขึ้น 3.61%**

3. **Relationships with the Company:** The nominated auditors from Dharmniti Auditing Company Limited do not have any relationship and/or conflict of interest with the Company, subsidiaries, managements, major shareholders or related persons of the said parties so their independence when performing the audit for the Company financial statements is satisfactory.
4. **Engagement Period:** 2026 will ~~l~~ be the 6th year of service for the following appointed auditors from Dharmniti Auditing Company Limited to be in service (Start auditing in Year 2021).

Table shows the record of auditing services for each nominated auditor.

Name	Certified Public Accountant	Years in Service
1. Miss Soraya Tintasuwan or	No. 8658	2021- 2025/5 years
2. Miss Nannaphat Wannasomboon or	No. 7793	2021- 2025/ 5 years
3. Miss Roongnapha Saengchan	No. 101142	2026
4. Mr.Peradate pongsathiansak	No.4752	2026

5. Scope of Service The nominated auditors from Dharmniti Auditing Company Limited have been the auditors of the Company and its subsidiaries for the year 2026.

The Board of Directors' Opinion: The Board of Directors deems it appropriate to propose to the Shareholders' Meeting to approve the appointment of the auditors from Dharmniti Auditing Company Limited. Any one of the following auditors shall be authorized to conduct the audit and express an opinion on the financial statements of the Company and its subsidiaries: Miss Soraya Tintasuwan Certified Public Accountant No.8658 or Miss Nannaphat Wannasomboon Certified Public Accountant No.7793 or Miss Roongnapha Saengchan Certified Public Accountant No.10142 or Mr.Peradate pongsathiansak Certified Public Accountant No.4752. Furthermore, the meeting is requested to approve the audit fee as recommended by the Audit Committee, which has performed an appropriate review, and as subsequently endorsed by the Board of Directors.

Required Votes: *To approve this matter, the resolution shall be adopted by the majority votes of shareholders and granted proxies who attend the meeting and cast their votes.*

Agenda 8: To consider other matters (if any)

The Company has set the schedule for 2025 AGM as follows:

Detail	Date
1. Record Date for the right to attend the AGM (Record Date)	13 March 2026
2. The "XM" (Excluding Meeting) Date	12 March 2026
3. Annual General Shareholder's Meeting Date	20 April 2026 Start at 2:00 pm
4. Record Date for the right to receive dividends	28 April 2026
5. The "XD" date (the first day that a buyer can purchase a security and not be entitled to receive the dividend)	27 April 2026
6. Dividend Payment Date	8 May 2026

You are cordially invited to attend this meeting at the date, time and venue stated above. The attendance registration will begin at 12:30 p.m. In the event you are not able to attend the meeting but desire to have the other or one of the Company Independent Directors as your granted proxy to be present and vote on your behalf, please see Enclosure no. 6 (Profiles of Independent Directors nominated by the Company to Serve as Proxies), complete and sign the Proxy as enclosed *(following Enclosure no.8)* or downloaded from www.ladpraohospital.com under "Investor Relations" > "Shareholders' Meeting", selecting one from the given as appropriated to register for the meeting attendance. For more details, call 0-2530-2556-69 ext. 3714 or 3704 from March 20, 2026, onwards.

The Company has prepared the 56-1 One Report and financial statements for the year 2025 which will be delivered to the shareholders via QR-Code (Enclosure No. 2) with the 2026 Annual General Meeting of Shareholders invitation.

Yours Sincerely,

Dr. Ungoon Chantanavanich

Chief Executive Officer

Secretary Office

- Telephone No : 0-2530-2556-9 ext. 1890, 3704, 3714

Remark: Shareholders can download the meeting invitation letter and meeting materials on the Company's website. (www.ladpraohospital.com) starting March 20, 2026, onwards.

-Shareholders who wish to obtain a hard copy of Proxy Form B may submit their request via email to: secretary@ladpraohospital.com.

Requests are accepted from March 20 to April 3, 2026 (at least 14 days prior to the meeting date)."