

Form of Proxy, Form C.

Made at

Date Month Year

(1) We
located at No, Road, Tambol/Kwaeng,
Amphur/Khet, Province, Postal Code
in our capacity as the custodian for,
being a shareholder of Healthlead Public Company Limited,
holding shares in total which are entitled to cast votes as follows:

ordinary shares : shares in total which are entitled to cast votes; and
preferred shares : shares in total which are entitled to cast votes,

(2) We wish to appoint

(1) age years,
residing/located at No, Road, Tambol/Kwaeng,
Amphur/Khet, Province, Postal Code, or

(2) age years,
residing/located at No, Road, Tambol/Kwaeng,
Amphur/Khet, Province, Postal Code, or

(3) age years,
residing/located at No, Road, Tambol/Kwaeng,
Amphur/Khet, Province, Postal Code

any one of them as our proxy to attend and vote on my/our behalf at the 2026 Annual General Meeting of Shareholders to be held on 24 April 2026 at 10.00 a.m., at Rama 9 Room, 6th Floor, SC Park Hotel, No. 474, Soi Ramkhamhaeng 39 (Thepleela 1), Plubpla Sub-district, Wangthonglang District, Bangkok, or such other date, time and place as may be adjourned.

(3) We authorise our proxy to attend the meeting and cast the votes on our behalf in the following manner:

- The voting right in all the voting shares held by us is granted to the proxy.
 - The voting right in part of the voting shares held by us is granted to the proxy as follows:
 - Ordinary shares : shares in total, which are entitled to cast votes; and
 - Preferred shares : shares in total, which are entitled to cast votes,
- Total : votes

(4) We authorise our proxy to cast the votes on our behalf at the above meeting in the following manner:

- Agenda no. 1 To acknowledge the operating results for the year 2025
(This agenda is for acknowledgement, therefore, there is no vote to be casted)
- Agenda no. 2 To consider and approve the Company's consolidated financial statements for the fiscal year ended 31 December 2025
- (a) The proxy is entitled to cast the votes on my/our behalf at its own discretion.
- (b) The proxy must cast the votes in accordance with the following instructions:
 Approve withvotes Disapprove with votes Abstain with votes
- Agenda no. 3 To consider and approve the payment of dividends in respect of the Company's operating results of the year 2025
- (a) The proxy is entitled to cast the votes on my/our behalf at its own discretion.
- (b) The proxy must cast the votes in accordance with the following instructions:
 Approve withvotes Disapprove with votes Abstain with votes
- Agenda no. 4 To consider and approve the election of directors replacing those who retire by rotation
- Appointment of all directors
- Approve withvotes Disapprove with votes Abstain with votes
- Appointment of any director(s)
Name of Director : Mr. Thanasak Kulrattanarak
- Approve withvotes Disapprove with votes Abstain with votes
Name of Director : Mr. Poonlarp Chantavichitwong
- Approve withvotes Disapprove with votes Abstain with votes
- Agenda no. 5 To consider and approve the determination of the remuneration of the Board of Directors and the Sub-committees
- (a) The proxy is entitled to cast the votes on my/our behalf at its own discretion.
- (b) The proxy must cast the votes in accordance with the following instructions:
 Approve withvotes Disapprove with votes Abstain with votes
- Agenda no. 6 To consider and approve the appointment of the auditors and their remuneration
- (a) The proxy is entitled to cast the votes on my/our behalf at its own discretion.
- (b) The proxy must cast the votes in accordance with the following instructions:
 Approve withvotes Disapprove with votes Abstain with votes

- Agenda no. 7 To consider other agenda
 - (a) The proxy is entitled to cast the votes on my/our behalf at its own discretion.
 - (b) The proxy must cast the votes in accordance with the following instructions:
 - Approve withvotes Disapprove with votes Abstain with votes

(5) If the votes which the proxy casts on any agenda conflict with my/our specified instruction in this proxy form, those votes are invalid and will be regarded as having not been cast by me/us in my/our capacity as the shareholder.

(6) If my/our instruction on voting is not expressly or clearly indicated on any agenda, the meeting considers or resolves on any matter other than those stated above, or there is any change or addition to the relevant facts, then the proxy will be entitled to cast the votes on my/our behalf at his/her own discretion.

Any acts or performance caused by the proxy at the above meeting, except voting in contravention of my/our instruction, shall be deemed as my/our acts and performance in all respects.

Signed..... Grantor
(.....)

Signed..... Grantee
(.....)

Signed..... Grantee
(.....)

Signed..... Grantee
(.....)

Remarks

1. This Form C. is used only if the shareholder whose name is in the shareholders' register is an offshore investor who appoints a local custodian in Thailand to keep his/her shares in the custody
2. The necessary evidence to be enclosed with this proxy form is:
 - (1) the power-of-attorney granted by the shareholder to the custodian by which the custodian is appointed to sign the proxy form on the shareholder's behalf; and
 - (2) a certification that the authorized signatory of the proxy form is licensed to operate the custodial business
3. A shareholder may grant a proxy to only one person. The number of shares held by a shareholder may not be divided into several portions and granted to more than one proxy in order to divide the votes.
4. As regards the agenda to appoint directors, the meeting may consider appointing the entire board or any director(s).
5. In case there is other business to be discussed in addition to those specified above, the grantor may make additional authorization in the Attachment to Proxy Form.

Attachment to Proxy Form C.

A proxy is granted by a shareholder of Healthlead Public Company Limited.

For the 2026 Annual General Meeting of Shareholders to be held on 24 April 2026 at 10.00 a.m., at Rama 9 Room, 6th Floor, SC Park Hotel, No. 474, Soi Ramkhamhaeng 39 (Thepleela 1), Plubpla Sub-district, Wangthonglang District, Bangkok, or such other date, time and place as may be adjourned.

- Agenda no re :.....
 - (a) The proxy is entitled to cast the votes on my/our behalf at its own discretion.
 - (b) The proxy must cast the votes in accordance with the following instructions:
 - Approve withvotes Disapprove with votes Abstain with votes
- Agenda no re :.....
 - (a) The proxy is entitled to cast the votes on my/our behalf at its own discretion.
 - (b) The proxy must cast the votes in accordance with the following instructions:
 - Approve withvotes Disapprove with votes Abstain with votes
- Agenda no re :.....
 - (a) The proxy is entitled to cast the votes on my/our behalf at its own discretion.
 - (b) The proxy must cast the votes in accordance with the following instructions:
 - Approve withvotes Disapprove with votes Abstain with votes
- Agenda no re :.....
 - (a) The proxy is entitled to cast the votes on my/our behalf at its own discretion.
 - (b) The proxy must cast the votes in accordance with the following instructions:
 - Approve withvotes Disapprove with votes Abstain with votes
- Agenda no re :Appointment of directors (Continued)
 - Name of Director
 - Approve withvotes Disapprove with votes Abstain with votes
 - Name of Director
 - Approve withvotes Disapprove with votes Abstain with votes
 - Name of Director
 - Approve withvotes Disapprove with votes Abstain with votes
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