Healthlead Public Company Limited
99/4 Moo 10, Bang Muang,
Bang-Yai, Nonthaburi 11140
Tel. 02-118-0884

No HEL/25/12/004

Date 8 December 2025

Subject Inform of the Share Repurchase Project for financial management purposes (Treasury Stock)

To President

The Stock Exchange of Thailand

Attachment 1. Reporting Form for the Disclosure of Share Repurchase for the Purpose of Financial Management (Form TS-1.2)

2. Shareholding Distribution Report Form

Healthlead Public Company Limited (the "**Company**") would like to inform that the Board of Directors' Meeting No. 5/2025, held on 8 December 2025, resolved to approve the Shares Repurchase Project (Treasury Stock) for financial management purposes, with the maximum investment amount not exceeding 65,000,000 Baht, the numbers of repurchased shares shall not exceeding 9,000,000 shares, at the par value of 0.50 Baht per share, or equivalent to the amount of not exceeding 3.31 percent of the total of paid-up capital of the Company, amounting to 272,000,000 shares. The details as appeared in the Reporting Form for the Disclosure of Share Repurchase for the Purpose of Financial Management (Form TS-1.2), as attached hereto.

Please be informed accordingly.

Yours faithfully,

(Mr. Thatchaphon Chonwattanasakul)

Chief Executive Officer

Form TS-1.2

Reporting Form for the Disclosure of Share Repurchase
For the Purpose of Financial Management
(Pursuant to Section 66/1 (2) of the Public Limited Companies Act)
Healthlead Public Company Limited
Date 8 December 2025

The company, Healthlead Public Company Limited, hereby report the resolution of the ☑ Board of Directors No. 5/2025 ☐ ~~Shareholders' meeting~~ held on 8 December 2025 in relation to the approval of share repurchase project for the purpose of financial management, with the following details:

1. Share repurchase project

1.1 The maximum amount to be used for the share repurchase is 65,000,000 Baht

1.2 Details of the Number of Shares to be Repurchased

(1) The number of shares to be repurchased this time 9,000,000 shares, par value 0.50 Baht per share, equivalent to 3.31 % of total issued shares

(2) Total number of shares already repurchased by the company (as of current date) 8,550,000 shares, par value per share 0.50 Baht, equivalent to 3.14 % of the total issued shares (Information as of 19 November 2025).

Therefore, when including the number of shares to be repurchased in this project, the company will hold in total 17,550,000 repurchased shares, representing 6.45 % of the total issued shares.

Remark : The total number of shares repurchased and held by the company at any time must not exceed 20% of the total issued shares. If the number of shares already repurchased exceeds 20% of the total issued shares, the company must dispose of the excess portion within 3 months. If the company cannot dispose of the excess shares within the prescribed period, it must reduce its paid-up capital by cancelling the repurchased shares that remain undisposed for the portion exceeding the 20% of the total issued shares .

1.3 Method and stipulation of the time period for share repurchase

☑ Repurchase by means of automated order matching via the trading system of the Exchange

The time period for share repurchase is from 12 December 2025 to 30 April 2026

☐ General offer for repurchase from the shareholders at the price of ..... Baht/share (the same price shall be used for the same type of shares whereby the price shall be specified separately for each type of shares)

The time period for the share repurchase is from.....to.....

(the time period for the repurchase shall be at least 10 days but not exceed 20 days)

Remark The company shall disclose the share repurchase project at least 3 days in advance before the date of the share repurchase.

1.4 Criteria for the stipulation of the price of the shares to be repurchased whereby the average share price during the 30-day period preceding the date the company discloses the information shall be considered in the stipulation of the share price.

The repurchase price shall not exceed 115 percent of the average closing price of 5 trading days prior to the share repurchase date. (In this regard, this is for reference in considering the past 30

business day average price, calculated from 24 October 2025 to 4 December 2025, which equals 7.18 Baht per share.

2. Information on the company

2.1 Information on accumulated profit and excess liquidity of the company

Information from the latest separate financial statement ~~audited~~/reviewed as of 30 September 2025

- Accumulated profit of the company equals 153,665,862 Baht
- Liabilities which will fall due within 6 months from the date of the commencement of share repurchase equals 211,673,005 Baht
- Explain the company's ability to repay its debts which will fall due within 6 months from the date of share repurchase specifying the source of fund to be used to repay the debts

  As of 30 September 2025, the Company had cash and cash equivalents of 58,929,674 Baht, Unit trust totaling 396,393,839 Baht, Total current assets of 861,144,635 Baht, and Net cash flows provided by operating activities 125,181,952 Baht. The Company has a current ratio of 3.63 and a debt-to-equity ratio of 0.54, with no borrowings from financial institutions. Therefore, the Company has sufficient liquidity to repay its liabilities due within 6 months from the commencement date of the share repurchase and has sufficient liquidity to be used for the share repurchase project.

2.2 Free float as of the latest date on which the share register book-closing date or the date determined by the Board of Directors to determine names of shareholders on 17 March 2025, equals 30.50 percent of the company's paid-up capital

3. Reason for the share repurchase

3.1 To manage the Company's excess liquidity in an efficient manner and in the best interest of the Company.

3.2 To enhance the return on equity (ROE) for shareholders, as well as to increase the earning per share (EPS).

3.3 The Company is confident in its business prospects and its ability to generate future revenues.

4. Impact after the share repurchase

4.1 on the shareholders - Shareholders will receive higher dividend per share because the repurchase shares are not entitled to receive dividends. Consequently, it will increase return on equity and earnings per share.

4.2 on the company - If the Company is able to repurchase shares up to the specified limit, the Company's liquid assets and the book value of shareholders' equity will decrease by an amount equal to such limit upon the completion of the share repurchase project.

5. Distribution and deduction of repurchased shares

- Distribution Method
  - ☑ by automated order matching via the trading system of the Exchange
  - ☐ to the company's shareholders according to their shareholding proportion
  - ☐ to the company's directors or personnel
  - ☐ public offering

- The time period for the distribution and deduction of repurchased shares will be after 3 months from the completion of the share repurchase but not exceeding 3 years. In this regard, the Board of Directors will consider determining the period for the sale of the repurchased shares and will inform further.

Remark :

- Repurchased shares may be disposed of only after 3 months from the completion of the repurchase and must be fully disposed of within the period specified in the program, but not exceeding 3 years from completion.
- If the Company is unable to distribute all repurchased shares within the original share distribution period, it may extend the share distribution period by up to 2 additional years, subject to approval of the shareholders' meeting before the original share distribution period expires, provided that the weighted average share price during the past 3 months before the Board resolution is lower than the average repurchased price.

6. Past share repurchase (if any)

The date of the end of the latest share repurchase project 18 November 2025.

Remark : New repurchase project may commence only after the previous project has been completed, expired, or cancelled.

The company hereby represents that the information in this reporting form is correct and complete in all respects.

Sign.....

(Mr. Thatchaphon Chonwattanasakul)

(Authorized Directors together with company seal affixed)

Sign.....

(Mr. Supakorn Bhandhukanonda)

HealthLead
HEALTHLEAD PUBLIC COMPANY LIMITED

Shareholding Distribution Report Form

Healthlead Public Company Limited

As of 17 March 2025

Paid-up registered capital (ordinary shares only) of 136,000,000.00 Baht

Divided into 272,000,000 ordinary shares with a par value of 0.50 Baht

		Number of shareholders	Number of shares	Percentage of paid-up capital (ordinary shares only)
1	**Ordinary shareholders who are strategic shareholder**			
	1.1 Directors, Managers, and Executives, including related persons and connected parties[1]	15	166,102,100	61.07
	1.2 Shareholders holding more than 5%, including their related persons [2]	2	22,926,800	8.43
	1.3 Other shareholders with controlling power	-	-	-
2	**Repurchased Shares**	-	-	-
3	**Non-Strategic shareholders**	2,988	82,967,886	30.50
4	**Ordinary shareholders holding less than one trading unit**	247	3,214	0.00
	Total	**3,252**	**272,000,000**	**100**

Remark

1. Counting the shareholdings of the first four directors, managers, or executives in descending order from the manager, including the shares held by their related persons and also those who are related by blood, marriage, or legal registration to the aforementioned individuals, include shares held on behalf of others, such as by a custodian or personal fund.

2. Shareholders holding more than 5 percent of the paid-up capital, with the following characteristics, who are not strategic shareholders, as follows (1) Shareholders who are life insurance companies, insurance companies, mutual funds, provident funds, social security funds, pension funds, or investment projects approved under the law and (2) Such shareholders do not appoint representatives as directors or executives of the listed Company (if representatives are appointed as directors or executives of the listed Company, they will be considered strategic shareholders and must report their shareholding as shareholders holding more than 5 percent pursuant to Section 1.2).

The Company hereby certifies that the information reported in this Shareholding Distribution Report is accurate and in accordance with the criteria set forth in the Stock Exchange's requirements regarding ordinary shares or preferred shares as listed securities.

(Director Authorized to Sign on behalf of the Company with the Company's seal affixed)

Signature ..... Authorized Director

(Mr. Thatchaphon Chonwattanasakul)

Signature ..... Authorized Director

(Mr. Supakorn Bhandhukanonda)

Attachment: List of shareholders qualifying as Strategic Shareholders

List of shareholders qualifying as Strategic Shareholders

Name	Number of shareholders	Number of shares	Percentage of paid-up capital (ordinary shares only)
1. Directors, Managers, and Executives, including related persons, and connected persons			
1) Mrs. Aphirudee Hemachudha	1	150,000	0.06
2) Mrs. Marayart Teeratomorn	1	150,000	0.06
3) Mr. Thanasak Kulrattanarak	1	150,000	0.06
4) Mrs. Araya Tantanasin	2	50,512,400	18.57
5) Mr. Thatchaphon Chonwattanasakul	1	11,800,000	4.34
6) Mrs. Mataya Bhandhukanonda	2	35,837,800	13.18
7) Ms. Ratchada Sangkharaksasat	1	40,000	0.01
8) Ms. Suneewan Vanilaksmee	1	15,500	0.01
9) Mr. Ponnathuch Thongsukmak	2	38,600	0.01
10) Mr. Supakorn Bhandhukanonda	1	66,136,000	24.31
11) Ms. Sirada Amondechapon	2	1,271,800	0.47
Total	15	166,102,100	61.07
2. Shareholders holding more than 5%, including their related persons			
1) Mr. Sumate Manosuthi	2	22,926,800	8.43
Total	2	22,926,800	8.43
3. Other shareholders with controlling power			
Total	0	0	0
Total	**17**	**189,028,900**	**69.50**