



# ANNUAL REPORT 2017

THAINAKARIN HOSPITAL PUBLIC COMPANY LIMITED



T

Teamwork and staff value

N

Non-stop learning and improvement

H

Hospitality and quality care

## Medical Executive Committee



- 1 Jatuporn Sihanatkathakul
- 2 Charoen Meensook, M.D.
- 3 Vinai Viriyakitjar, M.D.
- 4 Seree Tuchinda, M.D.
- 5 Prof. Emeritus Deja Tanphaicitra, M.D.
- 6 Prapas Teerakul, M.D.
- 7 Hon. Clinical Prof. Chaiporn Bhadrakom, M.D.

- 8 Virachai Phungrasamee, M.D.
- 9 Arkom Cheirsilpa, M.D.
- 10 Siroj Kanjanapanjapol, M.D.
- 11 Peera Changkaew, M.D.
- 12 Chutima Bhadrakom, M.D.



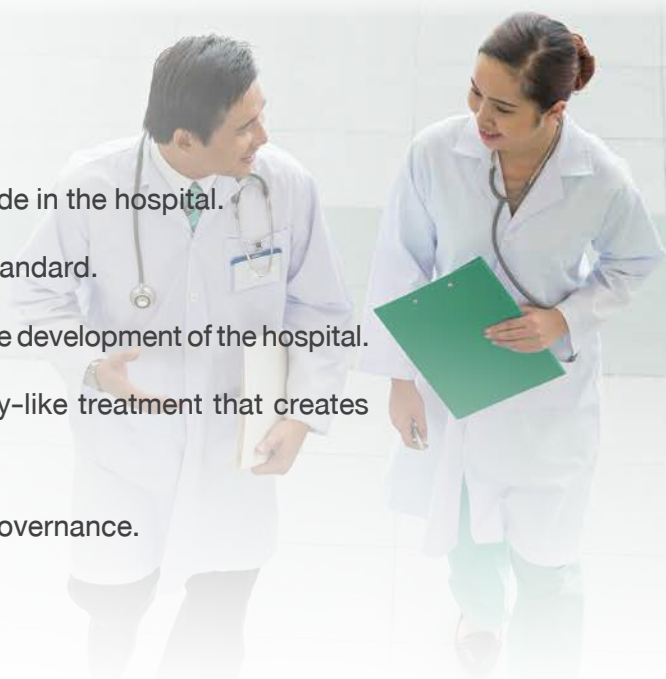
## Vision

### Thainakarin... The Hospital you can trust.

Thainakarin Hospital has earned trust and respect from the general public since the establishment. The success in excellent care comes from the world class quality in health care, warm hospitality that treats every one like family, affordable price, effective and transparent management and positive attitude staff.

## Mission

- ✚ To develop personnel competency, satisfaction and pride in the hospital.
- ✚ To elevate the health care quality to be a world-class standard.
- ✚ To progressively proceed with continuous and sustainable development of the hospital.
- ✚ To achieve the best hospitality with a warm and family-like treatment that creates lasting impressions.
- ✚ To manage in accordance with the principles of good governance.



**“Thainakarin...The Hospital you can trust”**



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# Message From The Chairman



“With good cooperation, determination, and full effort consecutively given by our doctors, nurses, management, and staffs towards their duties and services provided to all customers, we have always been trusted and reliable.”

A handwritten signature in black ink, appearing to be 'Jatuporn Sihanatkathakul'.

**Jatuporn Sihanatkathakul**  
Chairman of the Board

During 2016 – 2017, Thailand had to encounter with many fields of challenges incorporated with unstable economic condition requiring such a huge effort for further development and affecting to the company's business operation. However, Thainakarin Hospital Public Company Limited still cherishes a prestigious to earn the trust of customers through care and medical services provided by our physicians, nurses, executives, and personnel.

Over 24 years, Thainakarin Hospital has operated its business under the company's strategic plan by emphasizing on becoming the leader of hospital business in eastern Bangkok. With this aim in view, it has adhered to good corporate governance principles, integrity and code of ethics in order to bring Thainakarin Hospital continuous developments in terms of clinical standards in international level. Moreover, Thainakarin Hospital has also searched for modern medical tools and devices for higher correctness, rapidness, and preciseness on diagnosis. Consequently, the hospital's physicians and specialists will be able to plan medical plans timely. For personnel quality development, various kinds of training have been promoted in order to develop personnel's potential and supervision making all

staffs and supervision making all staffs enjoy with working and be ready to grow along with the Thainakarin Hospital stably and sustainably.

On behalf of Thainakarin Hospital Public Company Limited, I would like to express my appreciation to all customers, shareholders, government and private agencies, and business partners for trusting and supporting as always. In addition, I would like to thank all physicians, nurses, and personnel who have strived, devoted, and cooperated as the crucial force for developing our company to achieve the hospital's objectives on operating our business based on long-term value generation through our warm services.

# Message From The Chief Medical Officer

“Over 24 years, Thainakarin Hospital has efficiently implemented the policy on recruitment of specialist doctors and interdisciplinary teams of extensive specialties in order to boost medical care competency and to maintain quality based on international standards.”



**Charoen Meensook, M.D.**  
Chief Medical Officer



At the end of 2016, Thainakarin Hospital's personnel and all Thai people had to encounter with the deepest condolences to the Kingdom of Thailand for losing King Bhumibol Adulyadej. As such, it was another period of Thainakarin Hospital to go through such condolences in 2016 - 2017. In addition, the company still has the strong determination to continue his majesty the king's determination on medicine and public health as stated in his majesty the king's royal guidance given to graduates in medicine that "I would like to ask all of you to strive to perform your duties effectively and do not let Thailand to be more undeveloped due to health problems of Thai people."

Over 24 years, Thainakarin Hospital has efficiently implemented the policy on recruitment of specialist doctors and interdisciplinary teams of extensive specialties in order to boost medical care competency and to maintain quality based on international standards. One achievement that all of us at Thainakarin took pride in was the Hospital's receiving Quality Re-accreditation #3 for the third consecutive time, based on the standards certified by the International Society for Quality in Health Care (ISQua).

Over the previous year, Thainakarin Hospital won the Best Utilization Provider from AXA Assistance Award that was firstly held in Asia by AXA Assistance Company Limited that was considered as another pride of all staffs of Thainakarin Hospital. Moreover, it also reflects

relentless dedication of the management, doctors, nurses, and all staffs to providing services, patient care and medical treatments that are of great quality based on international standards which have resulted in total satisfaction of our customers.

Finally, as the Chief Medical Officer, I would like to thank the management, doctors, nurses and all staff for their relentless dedication to providing services, patient care and medical treatments as well as their support for hospital's missions, mindful services, warm hospitality, and care service quality that meets with international standard. Accordingly, the company has grown and continuously and stably.

# Board of Directors



## Mr. Jatuporn Sihanatkathakul

Chairman of the Board Age 76 Year

Appointment of Board of Director 11 October 2004

### Education

- Bachelor Degree in Commerce and Accountancy, Chulalongkorn University
- Honorary Doctorate in Tourism and Hotels, Dhurakij Pundit University

### IOD Training

- N/A

### Work Experience

1988 - Present • Chairman of the Board, Thainakarin Hospital PCL.

### Position Director/Executive in other Listed Company

Listed Company :

- N/A

Non-Listed Companies :

1999 - Present • President, Thai Tourist Industry Association

1993 - Present • Chairman of the Board,  
Landmark Overseas Development Co.,Ltd.  
• Director, Siam Overseas Development Co., Ltd.

1982 – Present • Managing Director,  
Siam Property Development Co., Ltd.

### TNH Shares

Shares in Company : 21,540,000 Shares (Spouse: 3,000,000 Shares)

Shareholding in the Company (%) : 11.97 (Spouse: 1.67)

### Family Relationship

- Father of Mr. Thiti Sihanatkathakul and Mr. Pitipat Sihanatkathakul





## Dr. Charoen Meensook

Director / Medical Chief Officer Age 75 Year

Appointment of Board of Director 11 October 2004

### Education

- M.D. 1967
- Diplomate American Board of Internal Medicine & Subspecialty Board of Gastroenterology 1968 - 1973
- New York State Board 1974
- DTM & H (Liverpool) 1974
- FACP 1975
- FACP 1986

### IOD Training

- Director Accreditation Program (DAP) 2005

### Work Experience

- 2011 - Present • Director and Chief Medical Officer, Thainakarin Hospital PCL.
- 1989 - 2010 • Director and Medical Officer, Thainakarin Hospital PCL.
- 1993 - Present • Specialist doctor and consultant specialized in internal medicine and gastroenterology, Thainakarin Hospital PCL.

### Position Director/Executive in other Listed Company

Listed Company :

- N/A

Non-Listed Companies :

- N/A

### TNH Shares

Shares in Company : 2,500,000 shares (Spouse : 2,285,500 Shares)

Shareholding in the Company (%) : 1.39 (Spouse : 1.27)

### Family Relationship

- N/A



## **Prof. Emeritus Dr. Deja Tanphaichitra**

Director Age 74 Year

Appointment of Board of Director 11 October 2004

### **Education**

- Doctor of Medicine, Faculty of Medicine Director Siriraj Hospital, Mahidol University
- Internal Medicine, American Board F.A.C.P. (infectious disease)

### **IOD Training**

- Director Accreditation Program (DAP) 2005

### **Work Experience**

1989 - Present • Director, Thainakarin Hospital PCL.

### **Position Director/Executive in other Listed Company**

Listed Company :

- N/A

Non-Listed Companies :

2000 - 2004 • Professor and Head of Infectious Disease and Epidemiology Department, Ramathibodi Hospital

### **TNH Shares**

Shares in Company : 375,000 Shares (Spouse : 400,000 Shares)

Shareholding in the Company (%) : 0.21 (Spouse : 0.22)

### **Family Relationship**

- N/A



## Asst. Prof. Dr. Prapas Teerakul

Director Age 62 Year

Appointment of Board of Director 11 October 2004

### Education

- MBA in Management, Ramkhamhaeng University
- Fellow of The American Academy of Cosmetic Surgery 1987
- Certificate in Otorhinolarygology, Faculty of Medicine, Mahidol University
- M.D. in Otorhinolarygology, Faculty of Medicine, Mahidol University
- B.Sc. in Science, Mahidol University

### IOD Training

- Director Accreditation Program (DAP) 2005

### Work Experience

- |                |                                                         |
|----------------|---------------------------------------------------------|
| 1992 - Present | • Director, Thainakarin Hospital PCL.                   |
| 2011 - 2014    | • Medical Director, Thainakarin Hospital PCL.           |
| 2009 - 2011    | • Deputy Medical Director, Thainakarin Hospital PCL.    |
| 1993 - 1995    | • Assistant Medical Director, Thainakarin Hospital PCL. |

### Position Director/Executive in other Listed Company

Listed Company :

- N/A

Non-Listed Companies :

- |             |                                                                                                                          |
|-------------|--------------------------------------------------------------------------------------------------------------------------|
| 1991 - 1993 | • Assistant Professor, Department of Otorhinolarygology,<br>Faculty of Medicine Ramathibodi Hospital, Mahidol University |
| 1983 - 1991 | • Lecturer, Faculty of Medicine Ramathibodi Hospital,<br>Mahidol University                                              |

### TNH Shares

Shares in Company : N/A (Spouse : N/A)

Shareholding in the Company (%) : N/A (Spouse : N/A)

### Family Relationship

- N/A



## Mr. Prapat Suthawate

Director Age 73 Year

Appointment of Board of Director 11 October 2004

### Education

- Master of Political Science (Government), Chulalongkorn University
- Bachelor of Political Science (Public Administration), Ramkhamhaeng University
- Diploma in Tourism Management and Development, University of Haifa, Israel

### IOD Training

- Director Accreditation Program (DAP) 2004

### Work Experience

- 2016 - Present • Senior Admin. Advisor, Thainakarin Hospital PCL.
- 2011 - 2016 • Director and Acting Administrative Director, Thainakarin Hospital PCL.
- 2005 - 2011 • Senior Advisor, Thainakarin Hospital PCL.
- 1999 - 2005 • Administrative Director, Thainakarin Hospital PCL.

### Position Director/Executive in other Listed Company

Listed Company :

- N/A

Non-Listed Companies :

- 2016 - Present • Member of Bangna Commercial Collage Council
- 2010 - 2017 • Guest Lecturer, Faculty of Business Administration, Ramkhamhaeng University
- 2007 - 2013 • Guest lecturer, Faculty of Business Administration, Kasetsart University
- 2005 - 2011 • Special Program Director, Rangsit University
- 2005 - 2011 • Chairman of Working Group, R.S.U. Horizon Travel Co., Ltd., Rangsit University
- 1992 - 2005 • Guest Lecturer, Faculty of Liberal Art, Siam University
- 1992 - 2005 • Manager and Advisor, Human Resources Department, Siam Property Development Co., Ltd.

### TNH Shares

Shares in Company : N/A (Spouse : N/A)

Shareholding in the Company (%) : N/A (Spouse : N/A)

### Family Relationship

- N/A



## **Mr. Sumeth Jenjesda**

Director Age 83 Year

**Appointment of Board of Director** 11 October 2004

### **Education**

- Bachelor of Accounting and Bachelor of Commerce, Thammasat University

### **IOD Training**

- Director Accreditation Program (DAP) 2005

### **Work Experience**

2005 - Present • Director, Thainakarin Hospital PCL.

2004 - Oct. 2005 • Director and Chairman of Audit Committee,  
Thainakarin Hospital PCL.

### **Position Director/Executive in other Listed Company**

Listed Company :

1995 - Present • Director and Chairman of Audit Committee,  
Siam Sport Syndicate PCL.

Non-Listed Companies :

1994 - Present • Certified Public Accountant,  
Lernimit Accounting and Law Co., Ltd.

### **TNH Shares**

Shares in Company : N/A (Spouse : N/A)

Shareholding in the Company (%) : N/A (Spouse : N/A)

### **Family Relationship**

- N/A





## Dr. Arkom Cheirsilpa

Director Age 70 Year

Appointment of Board of Director 20 November 2008

### Education

- B.Sc. Mahidol University
- M.D. (CIM'76 Philippines)
- Board of Internal Medicine, The Medical Council of Thailand
- Sup - Speciality Board Certified in Medical Oncology
- Fellowship in Oncology (RPMI, USA and RMH, UK)
- Mini MBA, Chulalongkorn University
- MBA in Health, Chulalongkorn University
- Cert. in Hospital Management, Harvard School of Public Health, USA

### IOD Training

- Director Accreditation Program (DAP) 2017

### Work Experience

2008 - Present • Director and Director of Holistic Oncology Center, Thainakarin Hospital PCL.

### Position Director/Executive in other Listed Company

Listed Company :

- N/A

Non-Listed Companies :

- 2007 - Present • Advisor, National Oncology Society
- Advisor, Thai Society of Clinical Oncology
- Advisor, MahaVajiralongkorn Thanyaburi Cancer Center
- Medical Consultant, Chulabhorn Hospital, Chulabhorn Research Institute
- 2007 • Received the World Scientists Forum International Awards in Cancer Research and Clinical Oncology "Eminent Scientist of the Year 2007: Asia" International Research Promotion Council, UK
- 2002 - 2007 • Deputy Director, National Cancer Institute
- 1980 - Present • Cancer Specialist, Food and Drug Administration Department, Ministry of Public Health

### TNH Shares

Shares in Company : N/A

Shareholding in the Company (%) : N/A

### Family Relationship

- N/A



## Mr. Thiti Sihanatkathakul

Director Age 42 Year

Appointment of Board of Director 20 November 2008

### Education

- M.Sc. Analysis, Design and Management of Information Systems, The London School of Economics and Political Science, UK
- MBA, Huron University, UK
- BBA, Banking and Finance, Business School, Chulalongkorn University

### IOD Training

- N/A

### Work Experience

2008 - Present • Director, Thainakarin Hospital PCL.

### Position Director/Executive in other Listed Company

Listed Company :

- N/A

Non-Listed Companies :

- 2010 - Present • Director, Corner Décor Co., Ltd.  
 • Director, Komars Management Co., Ltd.  
 • Director, Kumpoo Thailand Co., Ltd.
- 2003 - Present • Deputy Managing Director and Director, Landmark Lancaster Hotel Group
- 2001 - 2002 • Acting Director of Human Resources Department, The Landmark Bangkok
- 1999 - 2000 • Associate Judge, Central Labor Court
- 1998 • Marketing Department, Thana Siam Credit PCL.
- 1997 • Management Trainee, Royal Lancaster Hotel, UK

### TNH Shares

Shares in Company : 1,500,000 Shares (Spouse : N/A)

Shareholding in the Company (%) : 0.83 (Spouse : N/A )

### Family Relationship

- Son of Mr. Jatuporn Sihanatkathakul  
and Elder brother of Mr. Pitipat Sihanatkathakul



## Mr. Pitipat Sihanatkathakul

Director Age 41 Year

Appointment of Board of Director 20 November 2013

### Education

- M.M. (Organization Development and Management), Assumption University
- B.Acc., Assumption University
- Mini MBA, Chulalongkorn University
- Essentials of Leadership Training Course, London Business School

### IOD Training

- N/A

### Work Experience

- Jul. 2016 - Present • Policy, Marketing & Information Technology Advisor, Thainakarin Hospital PCL.
- 2013 - Present • Director, Thainakarin Hospital PCL.
- 2006 - Jun. 2016 • Assistant Administrative Director, Thainakarin Hospital PCL.
- 2005 - Jul. 2006 • Acting Assistant Administrative Director, Thainakarin Hospital PCL.
- 2004 - 2005 • Information Center and PR Advisor, Thainakarin Hospital PCL.

### Position Director/Executive in other Listed Company

Listed Company :

- N/A

Non-Listed Companies :

- 2002 - 2004 • Assistant Manager, Board of Directors Office, Siam Property Development Co., Ltd

### TNH Shares

Shares in Company : 1,000,000 Shares (Spouse : N/A)

Shareholding in the Company (%) : 0.55 Shares (Spouse : N/A)

### Family Relationship

- Son of Mr. Jatuporn Sihanatkathakul  
and Younger brother of Mr. Thiti Sihanatkathakul



## Mr. Norathep Sihanartkatakul

Director Age 57 Year

Appointment of Board of Director 19 November 2015

### Education

- Bachelor of Commerce (Marketing), Faculty of Commerce and Accountancy, Chulalongkorn University

### IOD Training

- N/A

### Work Experience

2015 - Present • Director, Thainakarin Hospital PCL.

### Position Director/Executive in other Listed Company

Listed Company :

- N/A

Non-Listed Companies :

- 1998 - Present • Director of Legal Affairs, Siam Property Development Co., Ltd.
- 1999 - 2001 • Associate Judge, Labour Court, Ministry of Justice
- 1993 - 1998 • Assistant Manager of Internal Audit Department, Siam Property Development Co., Ltd.

### TNH Shares

Shares in Company : N/A (Spouse : N/A)

Shareholding in the Company (%) : N/A (Spouse : N/A)

### Family Relationship

- Nephew of Mr. Jatuporn Sihanatkathakul



## Mr. Kraisa Kadkum

Director, Independent Director and Chairman of the Audit Committee

Age 54 Year Appointment of Board of Director 11 October 2004

### Education

- LL.B. Ramkhamhaeng University
- Barrister-at-law, Thai Bar Institute
- Diploma in Business Laws, Thammasat University

### IOD Training

- Director Accreditation Program (DAP) 2004

### Work Experience

2005 - Present • Director, Independent Director and Chairman of the Audit Committee, Thainakarin Hospital PCL.

2004 - 2005 • Director, Independent Director and Member of the Audit Committee, Thainakarin Hospital PCL.

### Position Director/Executive in other Listed Company

Listed Company :

- N/A

Non-Listed Companies :

1994 - Present • Lawyer and Executive Director, Sahakarn Law Office Co., Ltd.

### TNH Shares

Shares in Company : N/A (Spouse : N/A)

Shareholding in the Company (%) : N/A (Spouse : N/A)

### Family Relationship

- N/A





## **Dr. Pridi Hettrakul**

Director, Independent Director and Audit Committee **Age** 74 Year  
**Appointment of Board of Director** 11 October 2004

### **Education**

- Doctor of Medicine, Faculty of Medicine Siriraj Hospital, Mahidol University
- American Board of Surgery
- FACS, FRCST

### **IOD Training**

- Director Accreditation Program (DAP) 2005

### **Work Experience**

1989 - Present • Director, Independent Director, Audit Committee,  
 Thainakarin Hospital PCL.

### **Position Director/Executive in other Listed Company**

Listed Company :

- N/A

Non-Listed Companies :

1978 - Present • Director and Surgeon, Mayo Polyclinic Co., Ltd.

### **TNH Shares**

Shares in Company : 1,500,000 (Spouse : N/A)

Shareholding in the Company (%) : 0.83 (Spouse : N/A)

### **Family Relationship**

- N/A



## **Assoc. Prof. Dr. Chertsak Dhiraputra**

Director, Independent Director and Audit Committee **Age 74 Year**

**Appointment of Board of Director 8 June 2006**

### **Education**

- Doctor of Medicine, Faculty of Medicine Siriraj Hospital, Mahidol University
- M.S.C. Microbiology University of New South Wales, Australia

### **IOD Training**

- N/A

### **Work Experience**

2006 - Present • Director, Independent Director and Audit Committee, Thainakarin Hospital PCL.

### **Position Director/Executive in other Listed Company**

Listed Company :

- N/A

### **Non-Listed Companies :**

2014 - Present • Advisor, Faculty of Medicine, Siriraj Hospital  
 2005 - Present • Honorary Advisor, Siriraj Foundation  
 1968 - Present • Lecturer, Faculty of Medicine, Siriraj Hospital  
 1998 - 2000 • Advisor to Hospital Director, Siriraj Hospital  
 1997 - 2004 • Executive Director, Faculty of Medicine Siriraj Hospital

### **TNH Shares**

Shares in Company : N/A (Spouse : N/A)

Shareholding in the Company (%) : N/A (Spouse : N/A)

### **Family Relationship**

- N/A



## **Asst. Prof. Dr. Panya Issarawornrawanich**

Director, Independent Director and Audit Committee **Age 45 Year**

**Appointment of Board of Director 27 September 2006**

### **Education**

- Ph.D. in Accounting Chulalongkorn Business School, University of Chulalongkorn
- M.Acc., Thammasat Business School, Thammasat University
- Diploma (Accounting), Thammasat Business School, Thammasat University
- B..Acc. Chulalongkorn Business School, University of Chulalongkorn

### **IOD Training**

- Director Accreditation Program (DAP) 2006

### **Work Experience**

2006 - Present • Director, Independent Director and Audit Committee  
Thainakarin Hospital PCL.

### **Position Director/Executive in other Listed Company**

Listed Company :

- N/A

Non-Listed Companies :

- 2004 - Present • Lecturer, Assistant Professor of Accounting  
Department , Thammasat Business School,  
Thammasat University
- 2015 - 2016 • Associate Dean for Student Affairs  
Thammasat Business School, Thammasat University
- 2013 - 2015 • Assistant Dean for Finance and Planning,  
Thammasat Business School, Thammasat University
- 1997 - Present • Certified Public Accountant, Federation of Accounting  
Professions
- 2000 - 2004 • Head of Accounting Department, Faculty of Business  
Administration, Mahanakorn University of Technology
- 1995 - 2000 • Senior Audit Assistant, Ernst and Young Office Limited

### **TNH Shares**

Shares in Company : N/A

Shareholding in the Company (%) : N/A

### **Family Relationship**

- N/A

# Executives



- 1 **Dr. Charoen Meensook**  
Director and Medical Chief Officer
- 2 **Hon. Clinical Prof. Chaiporn Bhadrakom**  
Medical Director and Chief Operating Officer
- 3 **Dr. Virachai Phungprasamee**  
Deputy Medical Director
- 4 **Mrs. Nampetch Saraggananda**  
Deputy Medical Director - Nursing
- 5 **Mrs. Chadarat Siriwat**  
Deputy Chief Operating Officer

- 6 **Dr. Bancherd Balamongkhon**  
Deputy Chief Operating Officer
- 7 **Ms. Tippayawan Srichivoranat**  
Assistant Medical Director - Nursing Education
- 8 **Mrs. Wiboonluk Visitnorapat**  
Assistant Medical Director - Nursing Service
- 9 **Mr. Pongsak Techasatirakul**  
Assistant Medical Director - Medical Support



# Executives



- 1 Ms. Yutiya Hariwongsanuparb**  
Administrative Director / Deputy Administrative Director – Business Development and Company Secretary
- 2 Ms. Malee Bunleechai**  
Senior Deputy Administrative Director – Corporate Support
- 3 Mrs. Daranee Tubkaen**  
Deputy Administrative Director – Finance and Accounting
- 4 Ms. Suranchana Tanpleeratana**  
Assistant Administrative Director – Front Service





# Awards



## 2016

**Best Utilization Provider Awards,**  
AXA Assistance Co., Ltd



**Hospital Accreditation (HA)**  
(Re-accreditation#3)



## 2015

**Tokio Marine Taiyou Award 2015**  
Tokio Marine Life Insurance (Thailand) PCL.



## 2014

**Allianz Ayudhya Hospital Service Awards 2014**  
Allianz Ayudhya Assurance PCL.



## 2014

**Platinum Award Hospital Quality 2014**  
AIA Company Limited

# Technology

Currently, devices and tools are considered as the important factors of medial field because their accuracy enables doctors to perform better diagnosis in the primary stage leading to effective plan for treating patients timely and rapidly. Thainakarin Hospital has realized on the importance of specialized medical services providing therefore modern medical devices and tools are used in disease treatment and diagnosis as well as in researching in order to provide the best alternative to patients and their relatives. In addition, these devices and tools also help to develop medical quality consecutively that is one of missions of Thainakarin Hospital.

1

## “No hesitation and unclear decision for heart disease”

### (Catheterization Laboratory Bi - plane X - ray System)

The high technology of cardiac catheterization with 2 plane digital receiver sheets for diagnosis of abnormalities and treatment of patients with cardiovascular disease helping to reduce dose quantity of radiation and contrast media.

2

### Transcranial Doppler Ultrasound (TCD)

The examination of blood flow inside the brain's arteries via high-frequency sound waves transmitted through the skull to the arteries. Once striking red blood cells, the waves reflect back to the computer that processes these wave signals into graphs. The technique helps detect problems in cerebral blood vessels.

3

### Carotid Duplex Ultrasounds (CDUS)

The examination of Common Carotid Artery for checking blood flow for brain, fat, and plaque in blood vessels that may hinder good blood flow causing blood clot. Moreover, it is also helpful to screen patients with the risk on ischemic stroke in case of common carotid artery with different medical methods including medication, Stent in order to prevent and reduce the repetition of stroke in the future.



# Policy and Overall Business Operations

## Policy and Commitment of Thainakarin Hospital

With vision towards excellence in medical care and services on which its strategic plan was founded over 24 years ago, Thainakarin Hospital has been raising the medical service standards, especially in part of personnel development, in order to satisfy the needs of domestic customers and those from AEC and other countries.

Thainakarin Hospital adopts a policy on the upgrade of the hospital's standards of treatment and services on par with premium hospitals in downtown Bangkok in effort to reduce restrictions on long-distance travel during rush hours and enable patients especially high-risk emergency patients to quickly and safely gain access to medical care by specialized team of physicians and nurses.

In firm commitment to navigate the organization into the transformation era under harmonious coexistence in the society, Thainakarin Hospital resolves to actively be a good member of quality society under the slogan "Thainakarin... The Hospital you can trust," as follows:

1. Thainakarin Hospital is determined and dedicated to developing medical care that is of easy access, high quality and reasonable prices.
2. Thainakarin Hospital shall train and develop young personnel to be the future of the Hospital that is prospering now and ahead.

### 1. Vision

**Thainakarin...The Hospital you can trust.**

Thainakarin Hospital has earned trust and respect from the general public since the establishment. The success in excellent care comes from the world class quality in health care, warm hospitality that treats every one like family, affordable price, effective and transparent management and positive attitude staff.

### 2. Mission

- To develop personnel competency, satisfaction and pride in the hospital
- To elevate the health care quality to be a world-class standard.
- To progressively proceed with continuous and sustainable development of the hospital.
- To achieve the best hospitality with a warm and family-like treatment that creates lasting impressions.
- To manage in accordance with the principles of good governance.

### 3. Major Changes and Development

**2011** Hepato-Biliary & Pancreas Clinic

#### Awards

- HA-Hospital Re-Accreditation
- Taxpayer Recognition Award 2011 #1
- Platinum Award Hospital Quality 2011, AIA Company Limited
- Tokio Marine Taiyou Award 2011, Tokio Marine Life Insurance (Thailand) PCL.

**2012** Expand Heart Center and Check-up Center

**2013** Gastrointestinal Center and Diabetes & Endocrinology Clinic

**Awards**

- HA-Hospital Re-Accreditation # 2
- Eat Safe Eat Smart Award, National Food Institute Ministry of Industry
- Honored Award for Person Making Labor Benefits from the Ministry of Labor

**2014** Lasik Center and Breast Care Center

**Awards**

- Excellent Partner on Rewards Earning from Market for Alternative Investment (MAI)
- Platinum Award Hospital Quality 2014, AIA Company Limited
- Allianz Ayudhya Hospital Service Awards 2014, Allianz Ayudhya Assurance PCL.
- Continuous Excellent Quality, Department of Medical Science
- Certificate for the Workplace with Drug Prevention and Solution from Department of Labor Protection, Ministry of Labor

**2015** Neurology Clinic

**Awards**

- Tokio Marine Taiyou Award 2015, Tokio Marine Life Insurance (Thailand) PCL.

**2016** Neurology Center

**Awards**

- HA-Hospital Re-Accreditation # 3
- Best Utilization Provider, AXA Assistance Co., Ltd

## 4. Company Group's Shareholding Structure

-None-

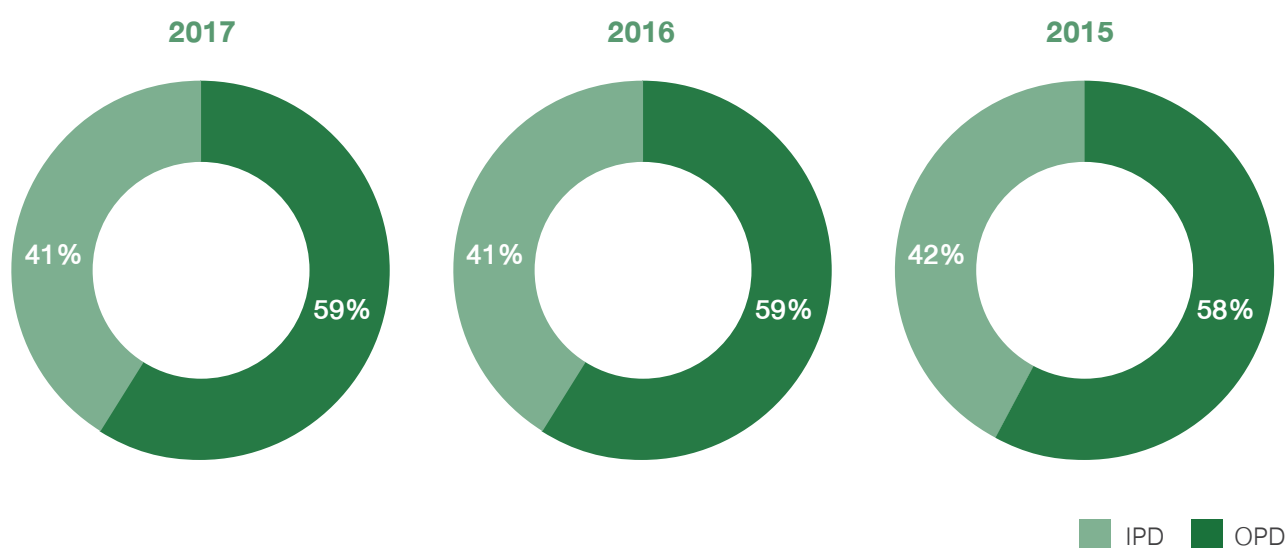
## 5. Relationship with Business Group of Major Shareholders

-None-



# Nature of Business

Thainakarin Hospital Public Company Limited is situated at 345 Bangna-Trad Road km. 3.5, Bangna, Bangkok, commenced on 14<sup>th</sup> June 1993 under the license to operate inpatient medical establishment business. Being the first private hospital in Eastern Bangkok, it renders inpatient, outpatient and 24-hour emergency medical services by a multidisciplinary team of specialized doctors with state-of-the-art and high-standard facilities. Currently staffed by approximately 311 full-time and part-time doctors and 578 nursing staffs, the Hospital has an inpatient bed capacity of 190 and daily outpatient capacity of 2,000 persons with an after-hour clinic in service until 22.00 hrs. Medical services can be divided by types of patients into 2 groups, which are outpatient services (OPD) equivalent to 59% of the Company's revenue, and inpatient services (IPD) for 41%.



## Revenue Structure

	2017		2016		2015	
	Amount (MB)	Proportion %	Amount (MB)	Proportion %	Amount (MB)	Proportion %
<b>Revenue from medical services</b>						
OPD	1,146.95	57.64	1,104.02	57.63	994.94	57.96
IPD	803.15	40.37	782.83	40.86	695.09	40.49
<b>Total revenue from medical services</b>	<b>1,950.10</b>	<b>98.01</b>	<b>1,886.85</b>	<b>98.49</b>	<b>1,690.03</b>	<b>98.45</b>
Other revenue	39.62	1.99	29.02	1.51	26.54	1.55
<b>Total revenue</b>	<b>1,989.72</b>	<b>100.00</b>	<b>1,915.87</b>	<b>100.00</b>	<b>1,716.57</b>	<b>100.00</b>



## Types of Products and Services

### Outpatient service is available from the following departments and centers:

1. Heart Center
2. Bone & Joint Center
3. Holistic Oncology Center
4. Breast Care Center
5. Hemodialysis Center
6. Check-up Center
7. Skin & Laser Center
8. Dental Center
9. Gastrointestinal Center
10. Lasik Center
11. Diabetes & Endocrinology Clinic
12. Neurology Clinic
13. Traditional Chinese Medical Clinic
14. Mental Health Clinic
15. Hepato-Biliary & Pancreas Clinic
16. Medicine Department
17. Surgery Department
18. Pediatrics Department
19. Obstetrics and Gynecology Department
20. Ear, Nose and Throat Department
21. Laboratory Division
22. X-ray Department
23. Physical Therapy Department
24. Eye Department
25. Emergency Department

### Patient's room types :

1. Operating Room (OR)
2. Anesthesia Induction Room
3. Delivery / Labor Room
4. Intensive Care Unit (ICU)
5. Cath.Lab Department
6. Coronary Care Unit (CCU)
7. Nursery Department
8. Ward

Besides medical services and treatments, Thainakarin Hospital also made available at its premises such as access to high-speed internet connection, 24-hour convenience store, florist shop, hair salon, coffee and bakery shop, maternity shop, optical shop, food center, a Buddhist prayer room and a Muslim prayer room to offer the patients and visitors.

## Capacity Utilization

Capacity utilization is assessed based on a comparison between the actual service capacity and projected maximum capacity which divided into OPD and IPD groups. The Hospital's service capacity has increased and is on an upward trend as a result of accessibility and higher customer confidence in the service quality.

OPD	2017	2016	2015
Capacity per day (time)	2,000	2,000	2,000
Capacity per annum (time)	730,000	732,000	730,000
Outpatients per annum (time)	576,175	565,388	517,301
Capacity utilization (%)	78.93	77.24	70.86

IPD	2017	2016	2015
Bed in service (beds)	190	190	190
Total capacity (beds)	69,350	69,540	69,350
Bed occupancy (beds)	40,201	42,458	37,810
Bed occupancy rate (%)	57.97	61.06	54.52

## Market and Competition

### Overview of Private Hospital Industry in Thailand

Based on the notification on turnover of the second quarter of 9 major private hospitals with the net profit of Bath 5,276 million that is increased by Bath 2,253 million or 74% compared to net profit of the same period in 2016 at Bath 3,023 million (source: Thansettakij) representing the continuous growth of hospital business.

Kasikorn Research Center expected that private hospital business is remained the blooming business that can remain the growth rate of medical revenue with 2 digits that is mainly earned from foreign customers. Kasikorn Research Center considers that the expansion rate of revenue of private hospitals listed in the Stock Exchange of Thailand in 2017 and in the following years will be driven by higher income earned from foreign customers, especially medical tourism market. This estimation can be reflected by higher revenue of private hospitals earned from foreign customers from 25% of total income of private hospitals in 2011 to be 27% in 2015 and it is also expected to reach 30% in 2017.

The research company also said that the overall revenue of private hospitals in 2017 focused on foreign customers mainly that would be expanded around 10% - 12% compared to last year while revenue of private hospitals focusing on Thai customers was expected to be expanded by 7% - 9% compared to last year.

The outstanding growth of health business during past years was consistent with the policy of the government under General Prayut Chan-o-Cha, the Prime Minister, who outlines the strategy for developing Thailand as the hub of health within 10 years by making Thailand to become the world's hub of health in 4 dimensions including wellness hub, medical hub, academic hub, and product hub that may attract many large entrepreneurs to develop and participate in hospital business during 2016 - 2017. When considering on positive side, it may be good for medical approach of Thai people. However, in the light of business, it may be some strong competitions in the future and medical personnel as well as specialists may be greatly required.

### Major Customers

Among severe competition in today's world, Thainakarin Hospital is another Thai private hospital that has been trusted by customers continuously during 24 years whereas Thainakarin Hospital has the explicit goal to develop medical quality and services to meet with international standards in order to respond to changing demands of each customer group. Thainakarin Hospital applies the patient experience on services of Thainakarin Hospital as the main guideline for solving problems and improving quality and services. The major customers of the hospital are:

1. **Corporate:** Customers who are the employees of the contractual corporate making an agreement to define its employees to exercise medical welfare right at Thainakarin Hospital with expense of such corporate.
2. **Insurance:** Customers who are employees of the company providing welfare to its employees for receiving medical services at Thainakarin Hospital through health insurance with expenses of the insurance company based on coverage and conditions of each policy made by the insurance company.

3. **Self – pay:** General customers who pay for medical fee by themselves in the form of personal insurance or cash. Most of them live in the nearby area while others are customers who live far from the hospital but be confident with quality and standards of Thainakarin Hospital as well as patients transferred from other hospitals.

## Performance Highlights

During 2017, Thainakarin Hospital has enhanced its medical care capacity and service strengths in pursuit of service and academic excellence, as follows:

1. **Medical personnel, nurses and other supporting units:** All staff work collaboratively under international standards and quality-based culture, through well-laid planning and coordination among doctors, nurses and multidisciplinary practitioners. The strength of the Company lies in the recruitment of specialist doctors qualified according to the set policy in order to facilitate service delivery and to ensure accessibility for patients and service users to high-standard and specialized treatments.
2. **Promptness of 24-hour emergency services:** Thainakarin Hospital has developed centers for emergency cases, especially in the 2 diseases requiring urgent care, namely:

### 2.1 24-hour Emergency Heart Center

Opened for services since 2005, the center serves emergency patients by a multidisciplinary team of cardiovascular doctors and specialists, along with sophisticated medical equipment for accurate diagnosis.

### 2.2 24-hour Emergency Brain and Neurology Center

Staffed by a team of expert neurologists, the center provides immediate treatment to patients in critical moments of stroke or brain vessel blockage, with swift and professional patient referral process. It is fully equipped with high-performance life-saving equipment and tools for rapid, precise and safe diagnosis.

3. **Integrated capacity development:** The Hospital endeavors to render treatment services and concurrently actualize in all departments and centers the following integrative developments:

3.1 Continual personnel development, both in terms of skills and attitude, for readiness to deliver services under quality-based culture, values, missions, and practices of the company in order to provide the ultimate satisfaction to customers on quality and worthiness.

3.2 Determined to serve customers to their utmost satisfaction in its service quality and worthiness, the Hospital has therefore based its treatment and services on quality standards, skills, procedures and advanced medical technologies, as well as using materials, equipment, medicines and medical supplies that are hygienic and safe.

## 4. Continuous development of treatment and service quality

Thainakarin Hospital is dedicated to delivering patient care with quality and attentiveness, based on the Hospital and Healthcare Services Standard. The Hospital has been accredited by the Healthcare Accreditation Institute (Public Organization) since 2002, and is one of the first hospitals to receive this quality accreditation.

In 2013, Thainakarin Hospital was granted re-accreditation #2 for quality processes from Hospital Accreditation. In 2015, the Hospital has updated the Hospital Standard based on the Hospital and Healthcare Services Standard, 60<sup>th</sup> Anniversary Commemoration Edition (Revised Edition, January 2015) of the Healthcare Accreditation Institute (Public Organization). The reference standard has been certified by the International Society for Quality in Health Care (ISQua) to be using in managing and delivering patient care, and the Hospital received re-accreditation #3 under this revised standard on 12 July 2016.

## Procurement of Products or Services

### ⦿ Medical Personnel

The Company has a policy to recruit doctors in various specialties, including such other medical personnel as nurses etc., in order to deliver full-range and quality services. Up to now, it has succeeded in recruiting and retaining proficient medical personnel through appropriate remuneration and fringe benefits, favorable workplace environment along with constant seminars and training schemes for doctors, nurses and medical staff for their skills development and up-to-date knowledge to ensure of safety services.

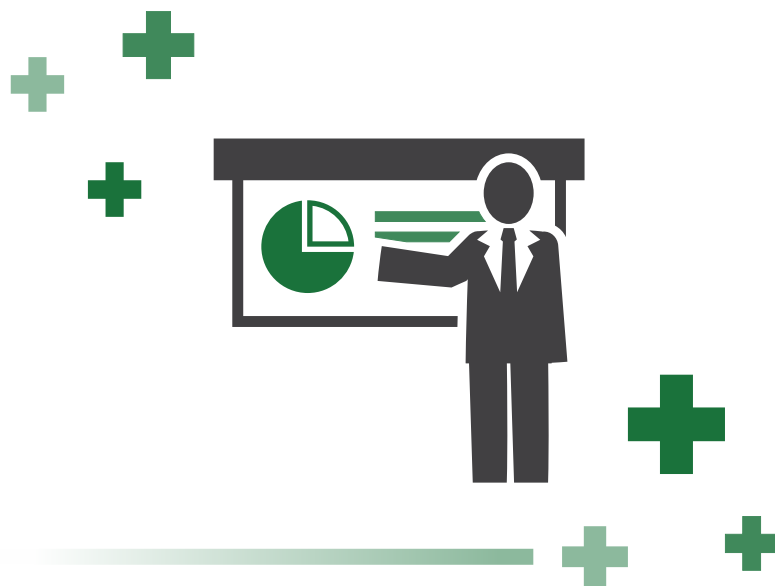
### ⦿ Medicines and Medical Supplies

As medicines and medical supplies are essential raw materials for hospital business, the Company adopts a procurement process that is stringent in every step, from order placement where details of medicines shall be screened and decided by a committee consisting of doctors, pharmacists and procurement staff established to oversee appropriate medicine procurement, as well as inventory control.

Almost all medicines and medical supplies of the Company are procured domestically, hence no risk of shortage. To ensure availability of supplies, moreover, the Company establishes effective procurement and inventory management systems, alongside assessment of price suitability, efficiency and quality of products being purchased from domestic suppliers.

### ⦿ Medical Equipment and Tools

Due to increasing complexity of diseases nowadays, the Hospital needs latest medical equipment and tools to provide patients with quality services. As it is a large sum of investment, the Company takes into meticulous consideration the necessity and quality of the equipment and tools that can meet adequacy and utilization requirements. The Company has usually made purchases from domestic distributors and also secured clear terms and conditions on prices and after-sales services for the cost-effectiveness and best utilization benefit.



## Operating Assets

### ◎ Core Assets

The Company owns a piece of land of 16-3-19.5 Rai adjacent to the Thainakarin Hospital's current location, and is presently conducting a feasibility study for making the most use of the land. It has also acquired from the Thai Red Cross Society a leasehold right over a 6-2-42 Rai situated at No. 345, Bangna-Trad Road km. 3.5, Bangna, Bangkok, on which the Company establishment and its Head Office are located. The lease runs for a term of 30 years from 9 November 1988 to 8 November 2018, and shall expire in 1 year.

The Company's core assets as of 31 July 2017 are as follows:

(Unit: Million Baht)

Asset	Book Value	Type of Ownership
Land and land improvement	227.12	Owner
Land, construction and work in process	437.26	Please see notes
Operating systems	303.44	Owner
Office equipment and furniture	140.18	Owner
Medical equipment and tools	467.85	Owner
Vehicles	12.70	Owner
<b>Total</b>	<b>1,588.55</b>	
<b>Less: accumulated depreciation</b>	<b>1,064.54</b>	
<b>Net total.</b>	<b>524.01</b>	

**Notes:** The Hospital comprises of 2 buildings 14-storey front building and a 7-storey rear one, with a combined usable area of 64,325 square meters. The Company has taken out an insurance policy with an insured sum of Bath 800 million for damages to its buildings and equipment for a period from 1 January 2017 to 1 January 2018. Thainakarin Hospital Public Company Limited is the beneficiary of the insurance policy.

## Investment Policy

As of 31 July 2017, the Company has no investment in any firms. However, it has a policy to invest in enterprises associated with and supportive to its hospital business.

# Risk Factors

Risk factors for the Company's business are identified as follows:

## 1. Risk from shortage of medical personnel

Hospital business requires medical personnel of extensive knowledge, competency and expertise, i.e., doctors, nurses, pharmacists and technologists. The Company is exposed to risk of shortage of these professionals and difficulties in engaging skilled and proficient personnel, such as specialist physicians, to work at Thainakarin Hospital, existing specialty centers or upcoming ones, due to increasing demand from both private and public hospitals. Therefore, the Company holds to the policy of maintaining good relationship with its specialized doctors and facilitating their practices in terms of convenient facilities, medical equipment and tools, including continual personnel development through regular refresher courses. Welfare program, incentive scheme, and favorable work environment are also arranged in effort to forge morale and long-term employee engagement. These strategies help minimize problems associated with personnel shortage.

## 2. Risk from intense competition in hospital business

Competition in medical and healthcare services in Thailand is escalating among public and private hospitals. Many private hospitals have adopted various competitive strategies in relation to prices, service quality and medical expertise so as to retain existing customer base and attract new customers. Therefore, the Company has a probable risk of losing its customers to other hospitals.

The Company has prepared to compete for customer base retention and the status of premium hospital in eastern Bangkok, by investing in advanced medical equipment and information technology system, offering privileges to the Hospital membership, upgrading premises amenities, and improving and expanding service spaces for inpatients and outpatients in order to provide the customers with maximum benefits.

## 3. Risk from changes in government policies

Non-participation in the social security and health insurance schemes is a factor contributing to the difference in the numbers of patients of the Hospital and participating hospitals. Fully aware of such risk, the Company has pursued the policy to develop the quality of its treatment and care services in effort to maximize customer satisfaction, which shall make the Hospital become the better choice of services. However, the Company has taken part in several state-initiated programs, e.g. arrangement provided to patients for reimbursement of renal dialysis expenses from the Social Security Office or government agencies, participation in the Comptroller General's Department's Direct Payment Program for inpatients on elective surgery cases, etc.

## 4. Risk associated with lease of land

Thainakarin Hospital is situated on the land acquired from the Thai Red Cross Society under a 30-year lease agreement which will be expiring on 8 November 2018. Realizing the risk associated with the forthcoming expiry of the said agreement, the Company and the management have been discussing with the Thai Red Cross Society the renewal of the lease agreement on the land and buildings, which is expected to be renewed for a term of 30 years at an appropriate rate as mutually agreed. There is a strong possibility of renewal, as the Company has maintained good



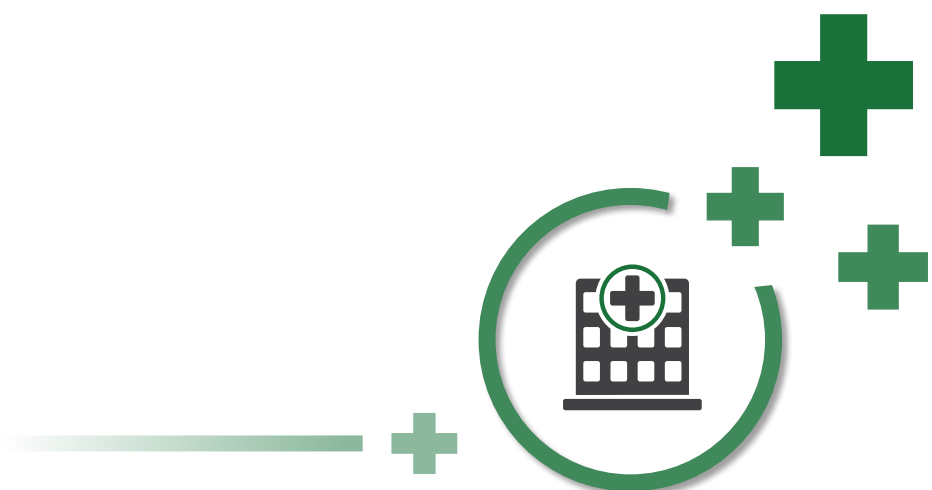
relationship with the Thai Red Cross Society and strictly complied with all the contractual terms and conditions, as well as frequently supporting and partaking in the Society's activities.

Apart from that, the Company has already accepted ownership transfer of lands at the side and the back of the Hospital (approximate area of 16-3-19.5 rai in total) purchased at auction from Sukhumvit Asset Management Co., Ltd.

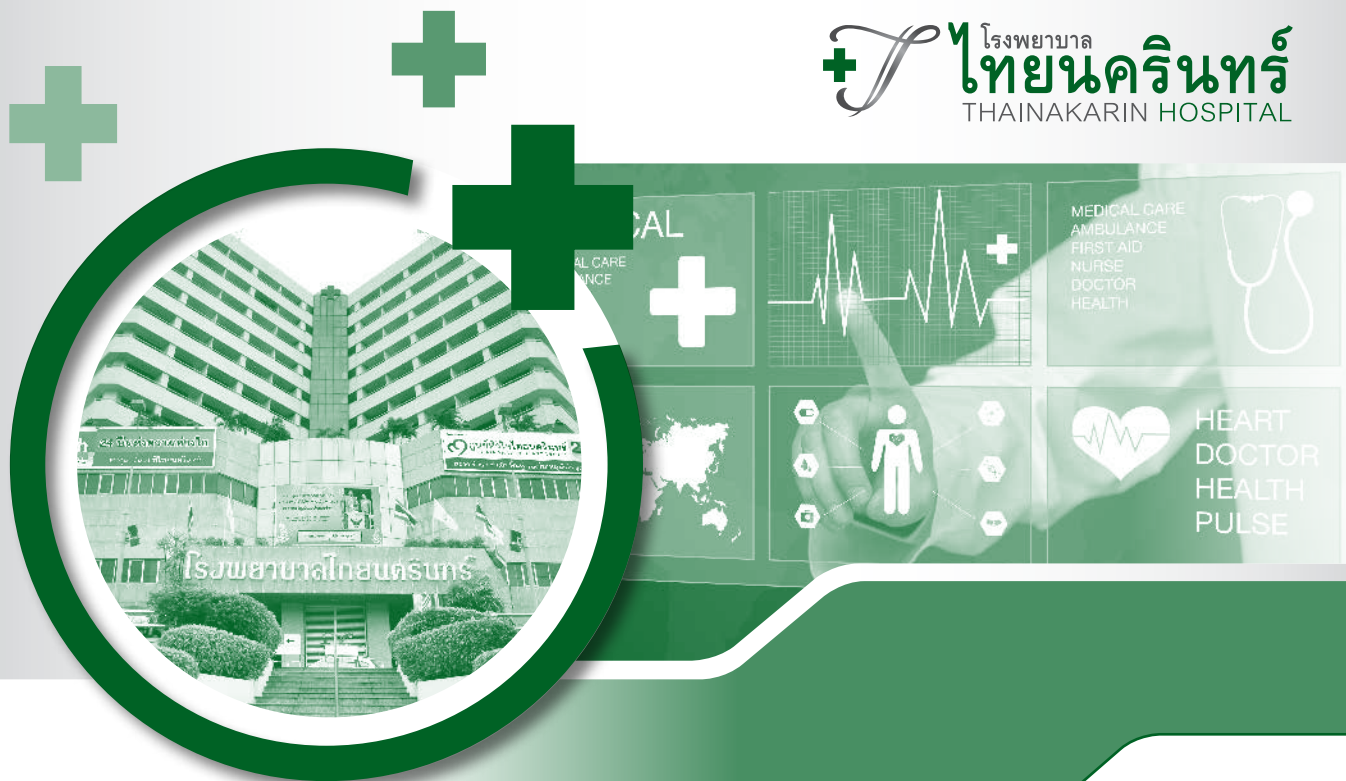
## 5. Legal dispute

It is widely known that disputes and lawsuits between patients and hospitals or doctors have now increased. Due to rising public awareness of new legislations on benefits and protection of patient/consumer, such as the National Health Act B.E. 2550, the Consumer Case Procedure Act B.E. 2551, etc., along with more stringent regulations of the Medical Council of Thailand on medical establishment advertising, hospitals as well as doctors and nurses must exercise extreme caution in all aspects related to patients and service users. To prevent litigation risk, the Company opts for the policy of negotiation and compromise in dealing with issues by means of explanation and reconciliation, even when such problem is a matter of expectation. The Company has also adopted more meticulous management approaches over activities that are prone to legal risk.

Over the past period, the Company has been involved in some legal disputes, but there was no significant impact on the business operation or assets of the Company.



# Hospital Information



Name of Company	: Thainakarin Hospital Public Company Limited or “Thainakarin Hospital”
Type of Business	: Private hospital
Address	: 345 Bangna-Trad Rd., km. 3.5, Bangna, Bangkok 10260
Registration Number	: 0107547000974
Registered Capital	: Baht 180,000,000. The capital is fully paid-up and comprised of 180 million ordinary shares of the par value of Baht 1 per share.
Website	: <a href="http://www.thainakarin.co.th">www.thainakarin.co.th</a>
E-mail	: <a href="mailto:ir@thainakarin.co.th">ir@thainakarin.co.th</a>
Telephone	: 0 2361 2727
Fax	: 0 2361 2777

## Reference Information

### ◎ Securities Registrar

Name	: Thailand Securities Depository Co., Ltd.
Address	: Stock Exchange of Thailand Building, 62 Ratchadaphisek Road, Klongtoey, Bangkok 10110
Telephone	: 0 2009 9000
Fax	: 0 2009 9991
TSD Call Center	: 0 2009 9999
Website	: <a href="http://www.tsd.co.th">http://www.tsd.co.th</a>

### ◎ Auditor

Name	: EY Office Limited
Auditors	: Ms. Kamontip Lertwitworatep, Certified Public Accountant, License No. 4377 and / or Mr. Wichart Loketekrawee, Certified Public Accountant, License No. 4451 and / or Ms. Siriwan Suratepin, Certified Public Accountant, License No. 4604
Address	: 33 <sup>rd</sup> Floor, Lake Rajada Building, 193/136-137 Ratchadaphisek Road, Klongtoey, Bangkok 10110
Telephone	: 0 2264 0777
Fax	: 0 2264 0789

### ◎ Internal Auditor

Name	: Dharmniti Auditing Co., Ltd.
Address	: 267/1 Pracharat Sai 1 Road, Bangsue, Bangsue, Bangkok, 10800
Telephone	: 0 2587 8080
Fax	: 0 2586 0301

This year, the Company's auditor is Miss Kamonthip Lertwitworatep, Certified Public Accountant, License No. 4377, from EY Office Limited (formerly known as Ernst & Young Office Limited). The audit fee is Baht 1,020,000 with the out-of-pocket expenses which includes, for example, travel and copying costs as actually incurred but not exceeding Baht 30,000.



# Shareholder

## Shareholding and Management Structure

### ◎ Company's Securities

The Company's total registered capital is Baht 180 million. The capital is fully paid and has 180 million total shares at the par value of Baht 1 per share.

List of top 10 major shareholders of the Company as of 3 October 2017.

#### Shareholder

	Names of Shareholders	Number of Shares	% of Shareholding
1	Siam Property Development Company Limited	50,000,000	27.78
2	Mr. Jatuporn Sihanatkathakul	21,540,000	11.97
3	Mr. Phijit Viriyamettakul	4,500,000	2.50
4	Mrs. Vaewta Looareesuwan	4,435,400	2.46
5	Mrs. Nipapat Sihanatkathakul	3,000,000	1.67
6	Mr. Niwatsilp Srisook	3,000,000	1.67
7	Miss Pawana Atcharawan	2,969,500	1.65
8	Mrs. Samlee Prommasom	2,900,000	1.61
9	Miss Somporn Jungrungrueangkit	2,424,700	1.35
10	Mrs. Nilnate Mahatthanarak	2,397,800	1.33

**Source:** Thailand Securities Depository Co., Ltd.

The major shareholders having material influence on the Company's decisions on policies, management and operations are as follows:

1. The Sihanatkathakul family, which includes Mr. Jatuporn Sihanatkathakul, Mr. Suchart Sihanatkatakul, Mrs. Nipapat Sihanatkathakul, Mr. Thiti Sihanatkathakul, Mr. Pitipat Sihanatkathakul, Miss Onaree Sihanatkathakul and Mr. Tosaporn Sihanatkathakul, holds approximately 16 percent shareholding in the Company.
2. Members of the Sihanatkathakul family hold shares in Siam Property Development Company Limited and are authorized directors of Siam Property Development Company Limited.

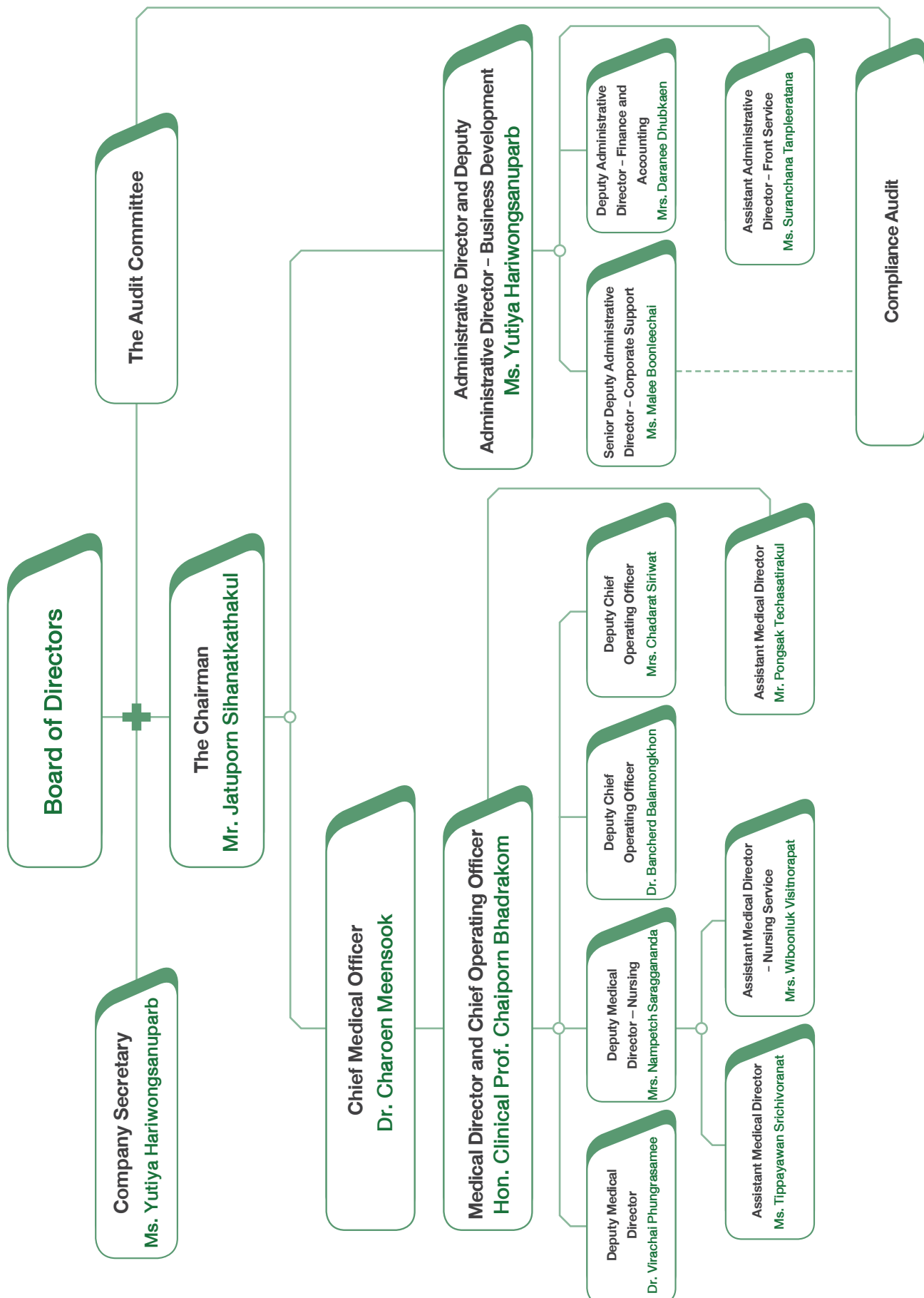
# Dividend Policy

According to the Company's dividend policy, the dividend payment shall be at least 60 percent of the net profit after corporate income tax. Nonetheless, the payout ratio may be lower than the said level if the Company finds it necessary to allocate the net profit to its business expansion.

On 14 September 2017, the Board of Directors, in its meeting no. 4/2017, resolved to propose the 2017 annual dividend payment (from the operating results of the period between 1 August 2016 and 31 July 2017) at the rate of Baht 0.60 per share, totaling Baht 108,000,000 (one hundred and eight million baht) to the 2017 annual general meeting of shareholders for approval.



# Management Structure





## Board of Directors

As of 31 July 2017, the Board of Directors is comprised of 14 members<sup>1</sup> as detailed below:

1. Mr. Jatuporn	Sihanatkathakul	Chairman of the Board
2. Dr. Charoen	Meensook	Director
3. Prof. Emeritus. Deja	Tanphaichitra	Director
4. Asst. Prof. Dr. Prapas	Teerakul	Director
5. Mr. Prapat	Suthawate	Director
6. Mr. Sumeth	Jenjesda	Director
7. Dr. Arkom	Cheirsilpa	Director
8. Mr. Thiti	Sihanatkathakul	Director
9. Mr. Pitipat	Sihanatkathakul	Director
10. Mr. Norathep	Sihanatkathakul	Director
11. Mr. Kraisaik	Kadkum	Director, Independent Director and Chairman of the Audit Committee
12. Dr. Pridi	Hetrakul	Director, Independent and Member of the Audit Committee
13. Assoc. Prof. Dr. Chertsak	Dhiraputra	Director, Independent and Member of the Audit Committee
14. Asst. Prof. Dr. Panya	Issarawornrawanich	Director, Independent and Member of the Audit Committee

## Authorized Director

Two of the six authorized directors, namely Mr. Jatuporn Sihanatkathakul, Dr. Charoen Meensook, Mr. Prapat Suthawate, Asst. Prof. Dr. Prapas Teerakul, Dr. Pridi Hetrakul, and Mr. Thiti Sihanatkathakul shall co-sign and affix the Company's seal to legally bind the Company.

## Scope of Duty and Responsibility of the Board

The Board shall have the authority, duties and responsibilities to perform acts with care and integrity to ensure the Company's compliance with applicable laws, the corporate purpose, the articles of association, and the resolutions of legitimate shareholders' meetings. Key authority and responsibilities of the Board are as summarized below.

- The Board shall call an annual general meeting of shareholders within 4 months from the end of the Company's accounting period.
- The Board shall convene a Board meeting at least every 3 months.
- The Board shall propose the audited statements of financial positions and the statement of comprehensive income as of the end of the Company's accounting period to a shareholders' meeting for approval.
- The Board may delegate a director, directors or other persons to perform acts on its behalf and under its supervision; or delegate to such persons the authority within the scope as the Board deems appropriate. Such delegation may be annulled, amended, or re-assigned to other persons as the Board deems appropriate.

The Board may delegate to managing directors the authority and responsibility to perform acts or duties as detailed in the scope of power and responsibilities of managing directors. Such delegation shall not explicitly or implicitly vest managing directors with the power to consider and approve transactions involving conflict of interest between themselves or their related parties and Company or its subsidiaries (if any), unless otherwise permitted by applicable policies and criteria previously approved by the Board.

<sup>1</sup> Mr. Chailerg Viriyarattanaporn has been appointed as Director in replacement of Pol. Gen. Sawat Amornvivat, the previous Director, referred to the resolutions of the meeting of the Board of Directors No. 3/2017 hold on August 10<sup>th</sup>, 2017.

- e. The Board shall determine the Company's policies, directions, business plans and budget plans as well as govern managing directors' operations to assure compliance with the policies and directions given by the Board. This clause excludes matters such as capital increase, capital decrease, sale or transfer of entire business or significant part of business, business acquisition, acceptance of business transfer, amendment of the Company's articles of association, etc., which the Board must obtain prior approval from the shareholders' meeting in accordance with regulatory requirements.

The Board also has the duty to oversee the Company's compliance with the Securities and Exchange Act, rules and regulations of the Stock Exchange of Thailand governing, for example, related-party transactions and acquisition or disposal of material assets, and other relevant laws.

- f. The Board shall approve management structure and the appointment of managing directors and members of committees as appropriate.
- g. The Board shall monitor the Company's performance and assure that it is consistently in line with business plans and budget plans.
- h. Directors shall refrain from operating businesses similar to or competing with the Company or being partners in ordinary partnerships, partners with unlimited liability in limited partnerships, or directors of private companies or companies operating businesses similar to and competing the Company, regardless of whether such tenure is for the interest of themselves or others, unless the shareholders' meeting has been notified of the tenure before approving their directorship.
- i. Directors shall, without delay, notify the Company of their direct and indirect conflict of interest related to the Company's contractual transactions, and change in their possession of shares or debentures of the Company or its subsidiaries.

The company emphasizes on promoting and developing knowledge and abilities on operation of the Board of Directors continuously by promoting them to participate in some training or courses related to their duties or some seminars for improving their operational knowledge. In 2017, one director participated in Director Accreditation Program (DAP) Class 139/2560.

## Scope of Duty and Responsibility of the Chairman of the Board

The Chairman of the Board shall have the following scope of duty and responsibility:

- a. The Chairman of the Board shall review the annual budget allocation plan proposed by the management prior to submission thereof for the Board's approval.
- b. The Chairman of the Board shall have the authority to approve procurement transactions within the limit of Baht 10,000,000 per transaction.

The Chairman of the Board shall not have the power to approve transactions of the Company and its subsidiaries (if any) which involve conflict of interest with himself or his related parties in accordance with rules and regulations of the Stock Exchange of Thailand. Such transactions shall be proposed to the Board's meeting and/or the shareholders' meeting for approval as required by the Company's articles of association or applicable laws, unless they are in the ordinary course of the Company's business and meet the specific approval criteria previously established by the Board.

## Company Secretary

The Board of Directors appointed Miss Yutiya Hariwongsanuparb to hold the position of the Company Secretary from 9 June 2016 in order to supervise and hold the Meeting of the Board of Directors and Shareholder Meeting as well as to prepare the minutes of the Meeting of the Board of Directors and Shareholder Meeting, annual report, and documents

storage as defined by laws. Moreover, she is also assigned to provide some suggestions to the Board of Directors and executives on criteria related to the listed companies of the Stock Exchange of Thailand and good corporate governance.

## Scope of Duty and Responsibility of Corporate Secretary

1. Provide primary suggestions to the Board of Directors on laws, regulations and rules of the company as well as to monitor compliance and report all significant changes to the directors.
2. Hold the Shareholder Meeting and the Meeting of Board of Directors based on laws.
3. Record the Minutes of the Shareholder Meeting and the Meeting of Board of Directors as well as to follow-up the compliance with the meeting's resolution.
4. Supervise information disclosure and disclosure of information report of the company unit with responsibility on corporate governance.
5. Contact and communicate with shareholders.
6. Supervise activities of Board of Directors.

## Audit Committee

As of 31 July 2017, the Audit Committee is comprised of 4 members<sup>2</sup> as follows:

- |                              |                    |                                                          |
|------------------------------|--------------------|----------------------------------------------------------|
| 1. Mr. Kraisak               | Kadkum             | Independent Director and Chairman of the Audit Committee |
| 2. Dr. Pridi                 | Hetrakul           | Independent Director and Member of the Audit Committee   |
| 3. Assoc. Prof. Dr. Chertsak | Dhiraputra         | Independent Director and Member of the Audit Committee   |
| 4. Asst. Prof. Dr. Panya     | Issarawornrawanich | Independent Director and Member of the Audit Committee   |

Asst. Prof. Dr. Panya Issarawornrawanich, an assistant professor of Accounting Department, Thammasat Business School, Thammasat University, and a certified public accountant, is an Audit Committee member who possesses extensive accounting and finance knowledge and experience.

## Secretary to the Audit Committee

The Audit Committee considers and selects Mr. Attapong Tipaksorn to hold the position of the secretary for the Audit Committee in order to supervise and manage the operation of the Audit Committee on appointment, meeting, preparation of meeting agendas, delivering supporting documents, and record the minutes.

## Scope of Duties and Responsibilities of the Audit Committee

Scope of duties and responsibilities of the Audit Committee is as follows:

- a. Review the Company's financial reports to ensure accuracy and adequacy of the quarterly and annual financial reports.
- b. Review the Company's internal control and internal audit to ensure their appropriateness and effectiveness as well as consider on independence of internal audit unit and approve appointment, removal, and termination of employment of the Head of Internal Control Audit Unit or Heads of other units with responsibility on internal audit.
- c. Review the Company's compliance with the Securities and Exchange Act, rules and regulations of the Stock Exchange of Thailand or applicable laws.
- d. Screen and nominate external auditors for the Company by taking into consideration on the audit fees based on the credibility, resources, and workload of auditing firms concerned as well as the independence and

<sup>2</sup> Mr. Chailerg Viriyarattanaporn has been appointed as Director in replacement of Pol. Gen. Sawat Amornvivat, the previous Director, referred to the resolutions of the meeting of the Board of Directors No. 3/2017 hold on August 10<sup>th</sup>, 2017.

experience of designated auditors and offer remuneration of auditor plus with attending the meeting with the auditor without the management at least once a year.

- e. Examine the Company's disclosure of related-party transactions or conflict of interest to be correct and complete according to laws and requirements of the Stock Exchange of Thailand in order to ensure that such transactions are reasonable with ultimate benefit for the company.
- f. Perform any other duties as assigned by the Board and concurred by the Audit Committee which include, for example, reviewing financial and the executives' compliance with the code of ethics which must be publicly disclosed in important reports such as the management discussion and analysis in accordance with the laws.
- g. Prepare the Audit Committee's Report which must contain the Audit Committee's opinions regarding:
  - The accuracy and reliability of the Company's financial reports and disclosure.
  - The adequacy of the Company's internal control.
  - The appropriateness of the company's auditor.
  - Compliance with Securities and Exchange Act, requirements of the Stock Exchange of Thailand or laws related to the company's business.
  - Transactions with conflict of interest.
  - Number of audit meeting and attendance of each audit committee.
  - Other reports that are considered to be acknowledged by shareholders and general investors under the scope of duties and responsibilities as assigned by the Board of Directors.
- h. Regularly report the Audit Committee's performance to the Board at least quarterly.
- i. Provide opinions on the performance evaluation, appointment, removal and remuneration of internal auditors.

## **An office term of the Audit Committee**

An office term of the Audit Committee is defined as follows:

- Chairman of the Audit Committee 2 years
- Member of the Audit Committee 2 years

The Chairman and members of the Audit Committee who retire by rotation may be re-appointed.

## **Qualification of Audit Committee Member and Selection Process**

The Board is vested with the authority to appoint 3 persons possessing qualifications in accordance with the Securities and Exchange Act, and notifications, rules and/or regulations stipulated by the Securities and Exchange Commission to serve on the Audit Committee. At least 1 member of the Audit Committee shall have finance and accounting knowledge. Each member of the Audit Committee shall hold an office term of 2 years at a maximum and must meet the following qualification criteria:

- a. Holds not more than 1 percent of total voting shares of the Company, its parent company, its subsidiaries, its associate companies or entities of persons who may have conflict of interest.
- b. Is not engaged in the Company's management and is not staff, employee, salaried advisor or person with controlling power of the Company, its parent company, its subsidiaries, its associate companies or entities owned by persons who may have conflict of interest unless such engagement is over not less than 2 years. Such prohibition is excluded with the case of government officer or government consultant who is the major shareholder or controller of the company.

- c. Is not related by blood, marriage or legal registration as father, mother, child or close relative of persons who may have conflict of interest.
- d. Does not have business relationship with the Company, its parent company, its subsidiaries, its associate companies or entities owned by persons who may have conflict of interest in a manner that may obstruct his/her independent judgement as well as does not possess any characteristic which may obstruct his/her independent opinion on the Company's business operations unless such relationship is over not less than 2 years.

Business relationship as defined in the first paragraph and normal trading transactions for business operation or real estate leasing or letting of leasing, transactions on assets or services or financial support providing through loans providing or receiving, guaranty, mortgage, and other behaviors in the same manner causing the company or the party to have some debts required to be paid to other party from the rate of 3% of net tangible assets of the company or from Bath 20 million and over, whichever is lower. However, to consider on such debts, all debts occurred during one year prior the day of making such business relationship with the same person.

- e. Has not ever been the auditor of the company, its parent company, its subsidiaries, its associate companies or entities owned by persons who may have conflict of interest and shareholder with implication, control, or shares of the audit office with the auditor of the company, its parent company, its subsidiaries, its associate companies or entities owned by persons who may have conflict of interest unless such position is over not less than 2 years.
- f. Has never been the service provider of any profession including legal consultant or financial consultant with service fee over than Bath 2 million per year from the company, its parent company, its subsidiaries, its associate companies or entities owned by persons who may have conflict of interest and shareholder with implication, control, or partner of the service provider of such profession unless such service providing is over not less than 2 years.
- g. Has never been the director who is appointed as the representative of the director of the company, major shareholder or shareholder related to major shareholder as well as not be the director assigned by the Board of Directors to make any decision on the business operation of the company, its parent company, its subsidiaries, its associate companies or entities owned by persons who may have conflict of interest as well as not the director of its parent company, its subsidiaries, its associate companies or entities of registered company.
- h. Does not operate any business with the same condition with implicit competition against the company or its subsidiaries or is not a partner with implication in any partnership or directors involving with management, employees, workers, full-time consultant or consultant holding shares more than 1% of total votes of other companies operating similar business with implicit competition against the company or its subsidiaries.
- i. Has no other manners that obstruct independent opinion on the Company's business operations.
- j. Possesses a suitable level of abilities and experience required for the effective review of financial statements and his/her performance of other duties as a member of the Audit Committee.
- k. Each member of the Audit Committee shall be able to offer opinions and recommendations on internal control audit reports prepared by the Internal Audit Department or internal audit service providers.

## Management Team

As of July 31, 2017 the management team is comprised of 13 executives as follows:

1.	Dr. Charoen	Meensook	Chief Medical Officer
2.	Hon. Clinical Prof. Chaiporn	Phadrakom	Medical Director and Chief Operating Officer
3.	Ms. Yutiya	Hariwongsanuparb	Administrative Director / Deputy Administrative Director - Business Development and Company Secretary
4.	Dr. Virachai	Phungrasamee	Deputy Medical Director
5.	Mrs. Nampetch	Saraggananda	Deputy Medical Director - Nursing
6.	Mrs. Chadarat	Siriwat	Deputy Chief Operating Officer
7.	Mr. Bancherd	Balamongkhon	Deputy Chief Operating Officer
8.	Ms. Malee	Boonleechai	Senior Deputy Administrative Director - Corporate Support
9.	Mrs. Daranee	Dhubkaen	Deputy Administrative Director - Finance and Accounting
10.	Ms. Tipayawan	Srichaivoranat	Assistant Medical Director - Nursing Education
11.	Mrs. Wiboonluk	Visitnorapat	Assistant Medical Director - Nursing Service
12.	Mr. Pongsak	Techasatirakul	Assistant Medical Director - Medical Support
13.	Ms. Suranchana	Tanpleeratana	Assistant Administrative Director - Front Service

## Scope of Duties and Responsibilities of Chief Medical Officer

Chief Medical Officer shall have the authority, duty and responsibility to give consultation and advice to doctors and formulate medical policies as detailed below:

- Undertake supervision to ensure that the Company's medical policies comply with rules and regulations stipulated by the Ministry of Public Health.
- Provide consultation and advice for doctors about proper medical practices in accordance with professional standard and ethics.

Chief Medical Officer shall not have the power to approve transactions of the Company and its subsidiaries (if any) which involve conflict of interest with himself or his related parties in accordance with rules and regulations of the Stock Exchange of Thailand. Such transactions shall be proposed to the Board's meeting and/or the shareholders' meeting for approval as required by the Company's articles of association or applicable laws, unless they are in the ordinary course of the Company's business and meet the specific approval criteria previously established by the Board.

## Scope of Duties and Responsibilities of Medical Director

Medical Director shall have the authority, duty and responsibility to manage ordinary medical service operations as detailed below:

- Control medical services and day-to-day operations of doctors, nurses, pharmacists and medical staff to ensure compliance with regulatory requirements stipulated by the Ministry of Public Health, the Medical Council of Thailand, Thailand Nursing and Midwifery Council and the Pharmacy Council of Thailand.
- Execute work in accordance with policies, business plans and budget plans approved by the Board.
- Make decisions on recruitment of medical personnel with suitable knowledge and expertise as well as on employment termination.
- Supervise the selection of medicines and medical supplies, equipment and tools.



- e. Consider, in collaboration with department heads, rates of salary, bonus and compensation of employees, staff and persons hired by the Company within the framework approved by the Board.
- f. Control service quality to consistently meet health care accreditation standards.

Medical Director shall not have the power to approve transactions of the Company and its subsidiaries (if any) which involve conflict of interest with himself or his related parties in accordance with rules and regulations of the Stock Exchange of Thailand. Such transactions shall be proposed to the Board's meeting and/or the shareholders' meeting for approval as required by the Company's articles of association or applicable laws, unless they are in the ordinary course of the Company's business and meet the specific approval criteria previously established by the Board.

## Scope of Duties and Responsibilities of Chief Operating Officer

Chief Operating Officer shall have the authority, duties and responsibilities to manage and supervise all quality improvement activities of the hospital as detailed below:

- a. Govern all quality improvement activities of the hospital.
- b. Manage all risks associated with health care services provided by the hospital.
- c. Execute work in accordance with policies, business plans and budget plans approved by the Board.
- d. Consider, in collaboration with department heads, rates of salary, bonus and compensation of employees, staff and persons hired by the Company within the framework approved by the Board.
- e. Control service quality to consistently meet health care accreditation standards.

Chief Operating Officer shall not have the power to approve transactions of the Company and its subsidiaries (if any) which involve conflict of interest with himself or his related parties in accordance with rules and regulations of the Stock Exchange of Thailand. Such transactions shall be proposed to the Board's meeting and/or the shareholders' meeting for approval as required by the Company's articles of association or applicable laws, unless they are in the ordinary course of the Company's business and meet the specific approval criteria previously established by the Board.

## Scope of Duties and Responsibilities of Administrative Director

Administrative Director shall have the authority, duty and responsibility to manage and supervise ordinary operations and administration of the Company as detailed below:

- a. Govern and supervise the Company's administration and/or day-to-day operations.
- b. Execute work in accordance with policies, business plans and budget plans approved by the Board.
- c. Review the annual budget allocation plan proposed by the management prior to submission of the plan to the Board for approval. Consider and decide on requests for annual budget revision or increase which are urgent and cannot wait until the upcoming Board's meeting. Decisions on such requests shall be reported to the subsequent Board's meeting.
- d. Approve procurement transactions within the limit of Baht 300,000 per transaction.
- e. Consider, in collaboration with department heads, rates of salary, bonus and compensation of employees, staff and persons hired by the Company within the framework approved by the Board.
- f. Serve as an authorized person of the Company who is empowered to manage the Company's business in strict compliance with the corporate purpose, articles of associations, policies, regulations, rules directives, and resolutions of shareholders' meetings and/or resolutions of the Board's meetings.

Administrative Director shall not have the power to approve transactions of the Company and its subsidiaries (if any) which involve conflict of interest with himself or his related parties in accordance with rules and regulations of the Stock Exchange of Thailand. Such transactions shall be proposed to the Board's meeting and/or the shareholders' meeting for approval as required by the Company's articles of association or applicable laws, unless they are in the ordinary course of the Company's business and meet the specific approval criteria previously established by the Board.

The Board's meeting resolved to increase the authority limit of Deputy Administrative Director to 300,000 Baht per transaction which is the same as the authority limit of Administrative Director. Deputy Administrative Director shall not have the power to approve transactions of the Company and its subsidiaries which involve conflict of interest with herself or her related parties in accordance with rules and regulations of the Stock Exchange of Thailand. Such transactions shall be proposed to the Board's meeting and/or the shareholders' meeting for approval as required by the Company's articles of association or applicable laws, unless they are in the ordinary course of the Company's business and meet the specific approval criteria previously established by the Board.

## Director and Executive Nomination

The nomination of directors is proposed to the shareholders' meeting and subject to the majority vote of shareholders. Though the Nomination Committee is not involved in the nomination process, the Company has taken steps to ensure that director candidates meet the qualification criteria as set out in the Public Limited Companies Act B.E. 2535 and possesses professional knowledge and expertise which are beneficial to the Company's business, visionary leadership, integrity, morality, proven record of transparency, and independence.

The Company has established a committee consisting of senior medical, nursing and administrative executives to be responsible for screening and interviewing candidates for executive positions. The remuneration packages of senior executives is based on their scope of duties and responsibilities and benchmarked with other companies of comparable size in the same industry.



## Director and Executive Remuneration

The Company's expenses on remuneration and fringe benefits for directors and executives for the year ended 31 July 2017 as shown below:

a. Total director remuneration in relation to attendance fees and benefits is as listed below:

Name		Board Meeting		Audit Committee Meeting		Total
		No. of Attendance / No. of Meeting	Attendance Total Fee Amount	No. of Attendance / No. of Meeting	Attendance Total Fee Amount	
Mr. Jatuporn	Sihanatkathakul	4/4	72,000.00	-	-	72,000.00
Dr. Charoen	Meensook	4/4	56,000.00	-	-	56,000.00
Prof. Emeritus. Dr. Deja	Tanphaichitra	3/4	42,000.00	-	-	42,000.00
Dr. Arkom	Cheirsilpa	4/4	56,000.00	-	-	56,000.00
Mr. Prapat	Suthawate	4/4	56,000.00	-	-	56,000.00
Asst. Prof. Dr. Prapas	Teerakul	3/4	42,000.00	-	-	42,000.00
Mr. Sumeth	Jenjesda	4/4	56,000.00	-	-	56,000.00
Mr. Thiti	Sihanatkathakul	4/4	56,000.00	-	-	56,000.00
Mr. Pitipat	Sihanatkathakul	4/4	56,000.00	-	-	56,000.00
Mr. Norathep	Sihanartkatakul	4/4	56,000.00	-	-	56,000.00
Mr. Kraisak	Kadkum	4/4	56,000.00	5/5	90,000.00	146,000.00
Pol. Gen. Sawat	Amornvivat <sup>3</sup>	0/1	-	0/1	-	-
Dr. Pridi	Hetrakul	1/4	14,000.00	3/5	42,000.00	56,000.00
Assoc. Prof. Dr. Chertsak	Dhiraputra	3/4	42,000.00	4/5	56,000.00	98,000.00
Asst. Prof. Dr. Panya	Issarawornrawanich	4/4	56,000.00	4/5	56,000.00	112,000.00
Total			716,000.00		244,000.00	960,000.00

Director remuneration refers to remuneration paid to the Company's directors, exclusive of monthly salary and fringe benefits offered to executives. The director remuneration has been approved by the shareholders' meeting.

Medical benefit for directors and their families are limited at Baht 800,000 per year and the Company's expenses on the said benefit in 2017 amounted to Baht 3,742,403 as detailed in the note 6 to the financial statements. All medical expenses which exceed the limit are charged and collected in accordance with the Company's procedures.

b. Executive Director and Executive Remuneration

Total remuneration of executive directors and executives of the Company in 2017 amounted to Baht 33.38 million, inclusive of monthly salary, medical benefits and fringe benefits offered to executives.

<sup>3</sup> Pol. Gen. Sawat Amornvivat has retired before the termination of The Board Committee Term on December 6<sup>th</sup>, 2017

## Personnel

As of 31 July 2017, the Company has 1,161 permanent employees and 125 contractual employees, total of 1,286 employees. Expenses on salary, wages and fringe benefits of employees in 2017 are as shown below.

Category	Unit : Million Bath
Salary, overtime, bonus, retiring allowance and others	454.98
Benefits	29.44
Contribution to Social Security Fund	10.05
Contribution to provident fund	3.14
Contribution to Fund for Empowerment of Persons with Disabilities	-
Others	0.23
<b>Total</b>	<b>497.84</b>



## Executives

No.	Name/Position	Age (Year)	Education	Shareholding in the Company (%)	Family Relationship	Work Experience
1	<b>Dr. Charoen Meensook</b> Director and Medical Chief Officer	75	<ul style="list-style-type: none"> <li>• M.D. 1967</li> <li>• Diplomate American Board of Internal Medicine &amp; Subspecialty Board of Gastroenterology 1968 - 1973</li> <li>• New York State Board 1974</li> <li>• DTM &amp; H (Liverpool) 1974</li> <li>• FACP 1975</li> <li>• FACP 1986</li> <li>• Director Accreditation Program (DAP) 2005</li> </ul>	1.39	-	<p><b>2011 – Present</b></p> <ul style="list-style-type: none"> <li>• Director and Medical Chief Officer, Thainakarin Hospital PCL.</li> </ul> <p><b>1989 – 2010</b></p> <ul style="list-style-type: none"> <li>• Director and Medical Director, Thainakarin Hospital PCL.</li> </ul> <p><b>1993 – Present</b></p> <ul style="list-style-type: none"> <li>• Specialist doctor and consultant specialized in internal medicine and gastroenterology, Thainakarin Hospital PCL.</li> </ul>
2	<b>Hon. Clinical Prof. Chaiporn Bhadrakom</b> Medical Director and Chief Operating Officer	73	<ul style="list-style-type: none"> <li>• Doctor of Medicine, Faculty of Medicine Siriraj Hospital, Mahidol University</li> <li>• Diplomate in Obstetrics and Gynecology</li> </ul>	-	-	<p><b>2014 – Present</b></p> <ul style="list-style-type: none"> <li>• Medical Director, Thainakarin Hospital PCL.</li> </ul> <p><b>2007 – Present</b></p> <ul style="list-style-type: none"> <li>• Chief Operating Officer, Thainakarin Hospital PCL.</li> </ul> <p><b>2004 – Present</b></p> <ul style="list-style-type: none"> <li>• Advisor, Faculty of Medicine, Siriraj Hospital</li> </ul> <p><b>1997 – 2004</b></p> <ul style="list-style-type: none"> <li>• Head of Department of Obstetrics and Gynecology, Faculty of Medicine, Siriraj Hospital</li> </ul> <p><b>1995 – 2000</b></p> <ul style="list-style-type: none"> <li>• Main Collaborator C.D.C USA Head of STD, Siriraj Hospital</li> </ul>

No.	Name/Position	Age (Year)	Education	Shareholding in the Company (%)	Family Relationship	Work Experience
3	<b>Ms. Yutiya Hariwongsanuparb</b> Administrative Director Deputy Administrative Director - Business Development And Company Secretary	50	<ul style="list-style-type: none"> <li>• Master of Business Administration, Kasem Bundit University</li> <li>• Bachelor of Arts, Kasem Bundit University</li> <li>• Mini Master in HRM, Chulalongkorn University</li> <li>• Company Secretary Program (CSP) 2017</li> </ul>	-	-	<p><b>Sep. 2016 – Present</b></p> <ul style="list-style-type: none"> <li>• Administrative Director and Deputy Administrative Director - Business Development, Thainakarin Hospital PCL.</li> </ul> <p><b>Jul. – Aug. 2016</b></p> <ul style="list-style-type: none"> <li>• Acting Administrative Director and Deputy Administrative Director - Business Development, Thainakarin Hospital PCL.</li> </ul> <p><b>Jun. 2016 – Present</b></p> <ul style="list-style-type: none"> <li>• Company Secretary, Thainakarin Hospital PCL.</li> </ul> <p><b>2014 – 2016</b></p> <ul style="list-style-type: none"> <li>• Director of Human Resources, The Landmark Bangkok Hotel</li> </ul> <p><b>2012 – 2014</b></p> <ul style="list-style-type: none"> <li>• Executive Assistant to CEO, CPB Equity Co., Ltd.</li> </ul> <p><b>2012</b></p> <ul style="list-style-type: none"> <li>• Assistant Administrative Director, Thainakarin Hospital PCL.</li> </ul> <p><b>2003 – 2012</b></p> <ul style="list-style-type: none"> <li>• Executive Assistant to Cluster General Manager, JW Marriott Bangkok Hotel</li> </ul>
4	<b>Dr. Virachai Phungrasamee</b> Deputy Medical Director	67	<ul style="list-style-type: none"> <li>• Doctor of Medicine, Faculty of Medicine Siriraj Hospital, Mahidol University 1973</li> <li>• Board of Obstetrics and Gynecology, Faculty of Medicine Siriraj Hospital, Mahidol University 1976</li> </ul>	-	-	<p><b>Sep. 2013 – Present</b></p> <ul style="list-style-type: none"> <li>• Deputy Medical Director, Thainakarin Hospital PCL.</li> </ul> <p><b>2011 – 2013</b></p> <ul style="list-style-type: none"> <li>• Head of Ob-Gyn Department, Thainakarin Hospital PCL.</li> </ul>



No.	Name/Position	Age (Year)	Education	Shareholding in the Company (%)	Family Relationship	Work Experience
						<b>2005 – Present</b> <ul style="list-style-type: none"> <li>• Obstetrician, Thainakarin Hospital</li> </ul> <b>1981 – 2006</b> <ul style="list-style-type: none"> <li>• Obstetrician, Hua Chiew Hospital</li> </ul> <b>1979 – 1980</b> <ul style="list-style-type: none"> <li>• Obstetrician, Kluay Nam Thai Hospital</li> </ul> <b>1976 – 1979</b> <ul style="list-style-type: none"> <li>• Obstetrician, Mahesak Hospital</li> </ul>
5	<b>Mrs. Nampetch Saraggananda</b> Deputy Medical Director - Nursing	56	<ul style="list-style-type: none"> <li>• Master of Public Administration (General Administration), Burapha University</li> <li>• Nursing Administration, Chulalongkorn University</li> <li>• Mini MBA, Chulalongkorn University</li> <li>• Private Hospital Administration, Private Hospital Association</li> <li>• B.Sc. in Nursing, Police Nursing College</li> </ul>	-	-	<b>2011 – Present</b> <ul style="list-style-type: none"> <li>• Deputy Medical Director - Nursing Thainakarin Hospital PCL.</li> </ul> <b>2007 – 2011</b> <ul style="list-style-type: none"> <li>• Deputy Director - Nursing Unit, Thainakarin Hospital PCL.</li> </ul> <b>2006 – 2007</b> <ul style="list-style-type: none"> <li>• Head of Inpatient Service Unit, Thainakarin Hospital PCL.</li> </ul> <b>1993 – 2006</b> <ul style="list-style-type: none"> <li>• Head of Delivery Room Unit, Thainakarin Hospital PCL.</li> </ul> <b>1992 – 1993</b> <ul style="list-style-type: none"> <li>• Ob-Gyn Room Nurse, Police General Hospital</li> </ul> <b>1990 – 1992</b> <ul style="list-style-type: none"> <li>• Ob-Gyn Ward Nurse, Police General Hospital</li> </ul> <b>1982 – 1990</b> <ul style="list-style-type: none"> <li>• Delivery Room Nurse, Police General Hospital</li> </ul>

No.	Name/Position	Age (Year)	Education	Shareholding in the Company (%)	Family Relationship	Work Experience
6	<b>Mrs. Chadarat Siriwat</b> Deputy Chief Operating Officer	56	<ul style="list-style-type: none"> <li>Bachelor of Public Health, Sukhothai Thammathirat Open University</li> </ul>	-	-	<p><b>2011 – Present</b></p> <ul style="list-style-type: none"> <li>Deputy Chief Operating Officer, Thainakarin Hospital PCL.</li> </ul> <p><b>Jan. 2010 – Jul. 2011</b></p> <ul style="list-style-type: none"> <li>Director - Nursing Unit, Thainakarin Hospital PCL.</li> </ul> <p><b>Sep. 2009 – Dec. 2009</b></p> <ul style="list-style-type: none"> <li>Acting Director - Nursing Unit, Thainakarin Hospital PCL.</li> </ul> <p><b>1992 – Aug. 2009</b></p> <ul style="list-style-type: none"> <li>Deputy Director - Nursing Unit, Thainakarin Hospital PCL.</li> </ul> <p><b>1982 – 1992</b></p> <ul style="list-style-type: none"> <li>Inpatient Department, Mission Hospital</li> </ul>
7	<b>Dr. Bancherd Balamongkhon</b> Deputy Chief Operating Officer	45	<ul style="list-style-type: none"> <li>Doctor of Medicine (M.D.), Chulalongkorn University</li> </ul>	-	-	<p><b>2016 – Present</b></p> <ul style="list-style-type: none"> <li>Deputy Chief Operating Officer, Thainakarin Hospital PCL.</li> </ul> <p><b>2011 – 2016</b></p> <ul style="list-style-type: none"> <li>Intensivist, Thainakarin Hospital PCL.</li> </ul> <p><b>2007 – 2011</b></p> <ul style="list-style-type: none"> <li>Head Intensivist, Huachiew Hospital</li> </ul> <p><b>1999 – 2007</b></p> <ul style="list-style-type: none"> <li>Anesthesiologist, Work in the government service</li> </ul>
8	<b>Ms. Malee Bunleechai</b> Senior Deputy Administrative Director - Corporate Support	54	<ul style="list-style-type: none"> <li>B.Econ., Chiangmai University</li> <li>Mini MBA, Thammasat University</li> <li>Mini MBA, Chulalongkorn University</li> </ul>	-	-	<p><b>Jul. 2016 – Present</b></p> <ul style="list-style-type: none"> <li>Senior Deputy Administrative Director - Corporate Support, Thainakarin Hospital PCL.</li> </ul>

No.	Name/Position	Age (Year)	Education	Shareholding in the Company (%)	Family Relationship	Work Experience
						<p><b>Aug. 2006 – Jun. 2016</b></p> <ul style="list-style-type: none"> <li>Deputy Administrative Director - Corporate Support, Thainakarin Hospital PCL.</li> </ul> <p><b>2005 – Jul. 2006</b></p> <ul style="list-style-type: none"> <li>Acting Deputy Administrative Director - Corporate Support, Thainakarin Hospital PCL.</li> </ul> <p><b>2002 – 2005</b></p> <ul style="list-style-type: none"> <li>Assistant Administrative Director, Thainakarin Hospital PCL.</li> </ul> <p><b>1994 – 2002</b></p> <ul style="list-style-type: none"> <li>Manager - Office of Administrative Directors, Thainakarin Hospital Company Limited</li> </ul> <p><b>1992 – 1994</b></p> <ul style="list-style-type: none"> <li>Manager, Procurement Department, Thainakarin Hospital Company Limited</li> </ul>
9	<b>Mrs. Daranee Tubkaen</b> Deputy Administrative Director - Finance and Accounting	59	<ul style="list-style-type: none"> <li>Master of Economic Development (Economics and Project Analysis and Evaluation), National Institute of Development Administration</li> <li>B. Acc. Chulalongkorn University</li> </ul>	-	-	<p><b>Jul. 2016 – Present</b></p> <ul style="list-style-type: none"> <li>Deputy Administrative Director - Finance and Accounting, Thainakarin Hospital PCL.</li> </ul> <p><b>2015 – Jun. 2016</b></p> <ul style="list-style-type: none"> <li>Assistant Administrative Director - Finance and Accounting, Thainakarin Hospital PCL.</li> </ul> <p><b>2006 – 2015</b></p> <ul style="list-style-type: none"> <li>Director - Central Administration Department, Kasemrad Bangkhue Hospital, Bangkok Chain Hospital PCL.</li> </ul> <p><b>1989 – 2006</b></p> <ul style="list-style-type: none"> <li>Manager - Financial and Accounting, Chaophya Hospital Co., Ltd.</li> </ul>

No.	Name/Position	Age (Year)	Education	Shareholding in the Company (%)	Family Relationship	Work Experience
						<b>1980 – 1989</b> <ul style="list-style-type: none"> <li>• Accountant, Bangkok Investment and Finance Co., Ltd.</li> <li>• Computer System Analyst, Bangkok Investment and Finance Co., Ltd.</li> </ul>
10	<b>Ms. Tippayawan Srichivoranat</b> Assistant Medical Director - Nursing Education	54	<ul style="list-style-type: none"> <li>• Master of Business Administration (MBA), Burapha University</li> <li>• Bachelor of Nursing Science (B.N.S.) (Second Class Honor), The Thai Red Cross College of Nursing</li> </ul>	-	-	<b>2014 – Present</b> <ul style="list-style-type: none"> <li>• Assistant Medical Director - Nursing Education, Thainakarin Hospital PCL.</li> </ul> <b>2011 – 2014</b> <ul style="list-style-type: none"> <li>• Assistant Medical Director - Nursing Service, Thainakarin Hospital PCL.</li> </ul> <b>2007 – 2011</b> <ul style="list-style-type: none"> <li>• Assistant Nursing Director - Quality Development, Thainakarin Hospital PCL.</li> </ul> <b>2004 – 2007</b> <ul style="list-style-type: none"> <li>• The Chief of Nursing Services - Inpatient Department, Thainakarin Hospital PCL.</li> </ul> <b>1993 – 2004</b> <ul style="list-style-type: none"> <li>• The Head of Nurse - Nursery Department, Thainakarin Hospital PCL.</li> </ul> <b>1985 – 1993</b> <ul style="list-style-type: none"> <li>• Nurse of Nursery Department, Chulalongkorn Hospital</li> </ul>
11	<b>Mrs. Wiboonluk Visitnorapat</b> Assistant Medical Director - Nursing Service	48	<ul style="list-style-type: none"> <li>• Master of Arts (Human Resource Development : CCO 5), Ramkhamhaeng University</li> </ul>	-	-	<b>Feb. 2014 – Present</b> <ul style="list-style-type: none"> <li>• Assistant Medical Director - Nursing Service, Thainakarin Hospital PCL.</li> </ul>

No.	Name/Position	Age (Year)	Education	Shareholding in the Company (%)	Family Relationship	Work Experience
			<ul style="list-style-type: none"> <li>Nursing Specialty Program in Infection Control (4 months specialty course), Faculty of Medicine Ramathibodi Hospital, Mahidol University</li> <li>Bachelor of Nursing Science, The Church of Christ in Thailand</li> </ul>			<p><b>Oct. 2011 – Feb. 2014</b></p> <ul style="list-style-type: none"> <li>Assistant Medical Director - Nursing Education, Thainakarin Hospital PCL.</li> </ul> <p><b>Sep. 2009 – Oct. 2011</b></p> <ul style="list-style-type: none"> <li>Assistant Medical Director- Personnel Development, Thainakarin Hospital PCL.</li> </ul> <p><b>2004 – 2011</b></p> <ul style="list-style-type: none"> <li>Head Nurse - Infection Control Nurse (ICN), Thainakarin Hospital PCL.</li> </ul> <p><b>2001 – 2004</b></p> <ul style="list-style-type: none"> <li>Head Nurse - Educator Nurse, Thainakarin Hospital Company Limited</li> </ul> <p><b>1993 – 2001</b></p> <ul style="list-style-type: none"> <li>Nurse - Intensive Care Unit (ICU), Thainakarin Hospital Company Limited</li> </ul> <p><b>1991 – 1993</b></p> <ul style="list-style-type: none"> <li>Nurse - Intensive Care Unit (ICU), Bangkok Christian</li> </ul>
12	<b>Mr. Pongsak Techasatirakul</b> Assistant Medical Director - Medical Support	54	<ul style="list-style-type: none"> <li>Bachelor of Science Program in Medical Technology, Chulalongkorn University</li> <li>Mini MBA Certificate, Chulalongkorn University</li> <li>Certificate of Training : Auditor of Clinical Laboratory quality assurance under the Thailand Medical Technology Council</li> <li>Certificate of Training : Auditor of Internal Survey under The Thailand Medical Technology Council</li> </ul>	-	-	<p><b>2016 – Present</b></p> <ul style="list-style-type: none"> <li>Assistant Medical Director, Thainakarin Hospital PCL.</li> </ul> <p><b>2015 – 2016</b></p> <ul style="list-style-type: none"> <li>Allied Health Sciences Manager, Thainakarin Hospital PCL.</li> </ul> <p><b>1993 – 2014</b></p> <ul style="list-style-type: none"> <li>Clinical Laboratory Manager, Thainakarin Hospital PCL.</li> </ul> <p><b>1989 – 1993</b></p> <ul style="list-style-type: none"> <li>Medical Technology Staff, Phayathai I Hospital</li> </ul>

No.	Name/Position	Age (Year)	Education	Shareholding in the Company (%)	Family Relationship	Work Experience
13	<b>Ms. Suranchana Tanpleeratana</b> Assistant Administrative Director - Front Service	44	<ul style="list-style-type: none"> <li>• Master of Business Administration , Burapa University</li> <li>• Bachelor of science (Physiotherapy), Mahidol University</li> <li>• Mini MBA, Chulalongkorn University</li> </ul>	-	-	<p><b>1988 – 1989</b></p> <ul style="list-style-type: none"> <li>• Researcher Faculty of Tropical Medicine, Mahidol University</li> </ul> <p><b>Jan.2017 – Present</b></p> <ul style="list-style-type: none"> <li>• Assistant Administrative Director - Front Service, Thainakarin Hospital PCL.</li> </ul> <p><b>Jul. 2016 – Dec. 2016</b></p> <ul style="list-style-type: none"> <li>• Allied Medical Manager, Thainakarin Hospital PCL.</li> </ul> <p><b>Jul.2013 – Jun. 2016</b></p> <ul style="list-style-type: none"> <li>• Human Resource Development Manager, Thainakarin Hospital PCL.</li> </ul> <p><b>1999 – 2013</b></p> <ul style="list-style-type: none"> <li>• Physiotherapy Department Manager, Thainakarin Hospital PCL.</li> </ul>

# Corporate Governance

## Good Corporate Governance

The Company places much importance on undertaking business under corporate governance principles. With respect to this, the Board of Directors complies with Code of Best Practice for Directors of Listed Companies.

Moreover, the Company uses the Good Corporate Governance as guidelines in business operations for the benefit of promoting corporate transparency and management efficiency, so as to strengthen the confidence of the shareholders, investors and all related parties. Details of its Code of Conduct are as follows:

## Chapter 1: Rights of Shareholders

### 1. Shareholder Meeting

The Company gives the most importance to equitable treatment of all shareholders. At each shareholders' meeting, the Company has submitted the meeting invitation along with supporting information of each agenda item to the shareholders for at least 7 days in advance. In addition, the shareholders have equal rights to examine the Company's operation and able to give comments and recommendations independently. The Company performs the following actions to facilitate the shareholder's right exercising in the shareholder meeting.

The Company defines to hold the General Shareholder Meeting once a year within 4 months from the end of Company's account year. In the event of any urgent case, the special agenda shall be offered and the company shall call the Extraordinary General Shareholder Meeting on a case by case basis.

**For advance notice of meeting invitation**, after having the resolution to hold the Annual General Meeting of Shareholders and the Company has already disclosed resolutions, meeting date, agendas, in the website of the Stock Exchange of Thailand in order to inform shareholders in advance or before 09:00 a.m. of the next day. The Company will send invitation letter consisted of details on meeting date, time, and venue, some necessary information for making decision or giving the resolution, former minutes, annual reports, supporting documents, and Proxy for any shareholder who is unable to attend the meeting in person. The method of proxy is already specified clearly in the company's documents sent to shareholders and also disclosed on the company's website prior the meeting date as well as announced on the daily newspaper for 3 consecutive days prior the meeting. Shareholders will have adequate time to consider on obtained information. The Company will not perform any action that may hinder or obstruct shareholders from communicate with one another.

The Company will facilitate all groups of shareholders to exercise their right of meeting attending and voting fully without any expense and difficult method. The Company will not perform any action that may limit any opportunity on meeting attending of any shareholder. The Company will check the name list and number of shares of shareholders classified by types of shareholders helping to facilitate registration on the meeting date.

The Company also has a policy to allow shareholders who are unable to attend the meeting to appoint an Audit Committee member of the Company as their proxy to attend the meeting and vote on their behalf by using any Proxy Form sent by the Company with meeting invitation. Moreover, shareholders are also able to download Proxy via the Company's website.



## 2. Procedures of Shareholder Meeting

The Company defines that shareholders have to register via computer system prior attending the meeting and ballots are prepared for each agenda for convenience and correctness.

The Company will introduce the Board, Audit Committee, Executives, and Auditor (mediator) for transparency prior the meeting and the company will keep all ballots as evidence for any subsequent dispute.

The Company will moderate the meeting based on the order of agendas unless it is voted by the meeting's resolution to change any agenda with the votes not less than two third of total attended shareholders or proxies (if any).

At each shareholders' meeting, the Company has improved meeting procedures and provided all shareholders an equal opportunity to examine the Company's operations, to make enquiries, comments and recommendations. After the meeting, significant enquiries and comments shall be completely and accurately recorded in the meeting minutes.

## 3. Disclosure on Resolutions of Shareholder Meeting

The Company will disclose the resolutions of shareholder meeting with votes of all attended shareholders and proxies clearly specified with proportion of agreement, disagreement and abstaining of each agenda as well as voting method and vote counting. The Company will clarify this information prior the meeting and disclose this information via the Company's website and news system of the Stock Exchange of Thailand within end of the day after finished the meeting or within 9.00 a.m. of a next day, as well as send the minute of meeting to the Stock Exchange of Thailand and the Office of Securities and Exchange Commission within 14 days from the meeting date. The subject matter of all questions and suggestions provided by shareholders in each agenda shall be summarized completely as well as clarification of the company's Board and executives.

# Chapter 2: Equitable Treatment of Shareholders

## 1. Protection of Rights of Shareholders

In the shareholder meeting, the Company will nominate each director in election of directors to be considered by shareholders in order to enable shareholders to exercise their rights to vote directors individually.

The Company will not add any agenda without informing shareholders in advance in all cases. In the event of any necessary agenda, it will be specified in the next meeting therefore shareholders will have adequate time for considering.

## 2. Insider Trading

Recognizing the significance of prevention against the use of inside information for personal gain, the Board has set forth a policy to maintain the confidentiality of non-public information and to allow only concerned persons to have access to such information.

The Company has already informed all the directors and executives of the duty to report holdings in the Company's securities, including changes thereof, by them, their spouses and minor children to the Office of the Securities and Exchange Commission in accordance with the Securities and Exchange Act B.E. 2535.

Additionally, the Company has implemented a regulation prohibiting directors, executives, personnel as well as their spouses and minor children from utilizing the Company's non-public inside information, especially financial information, for personal gain through the trading, transfer or acquisition of the Company's securities. Except for the

aforementioned case, the directors, executives, their spouses and minor children that have traded, transferred or acquired the Company's securities must report every such transaction to the Office of the Securities and Exchange Commission within 3 days from the transaction date, as well as submit a copy of the report to the Company Secretary as evidence.

## Chapter 3: Roles of the Company to Stakeholders

### 1. Shareholders

The Company has emphasized on developing the organization to grow continuously enabling the company to earn more income, profit, and value. Consequently, the company's shareholders will be able to gain the highest reward.

The Company puts emphasis on operating business for the ultimate benefit of shareholders and continuous growth of the company with transparency and reliability. The Company has a policy to pay for dividend to shareholders at least 60% of net profit after deducted with corporate income tax. However, the company may specify lower rate of dividend payment in the event that it is necessary for the company to spend such net profit to expand the company's business operation.

### 2. Customers

The Company pays attention and takes responsibilities towards all customers by providing quality and standard services as well as keeping their secrets under legal compliance. In addition, the Company also provides a unit to accept complaining of customers for solving their problems as well as to assess their satisfaction by making the questionnaires on satisfaction and demands of customers for every quarter.

### 3. Personnel

Regarding all personnel as valuable assets, Thainakarin Hospital has consistently pursued its strategic plan for personnel management and development toward quality, satisfaction and corporate pride, as well as treating all staff equally. The Company has selected applicants fairly according to qualifications, duties and responsibilities as well as conducted recruitment in compliance with labor laws, and endorsed CSR policy by employing persons with disability and giving them an equal opportunity in career progression as other employees. In addition, the company also provides fair remuneration as well as long-term and short-term benefits develops all personnel to have knowledge and expertise until they are able to perform their operations efficiently and be ready to grow with the organization. The Company also builds good relationship with personnel by emphasizing on their good health, happiness, and pride in order to enable them to look after patients and customers with love and good faith. This will be consistent with the hospital's motto stated that "Thainakarin.....The Hospital you can trust".

### 4. Competitors

The Company has complied with good competitive rules and avoided any dishonest method to destroy any competitor.

### 5. Suppliers / Alliance / Creditors

The Company treats with trading partners and creditors fairly according to trading conditions or agreements under the mutual contract in order to build the good business relationship that will be beneficial for all parties.

## 6. Society Community and Environment

The Company has always emphasized on community and environment as a part of society with responsibility towards environment of nearby communities by supporting many activities for public benefits including providing general health check-up service for free in Bangna and Prawet etc. Moreover, The Company also emphasizes and takes responsibilities on environment by controlling wastewater discharge, standard and efficiency infective and toxic waste disposal as defined by laws.

## Chapter 4: Disclosure and Transparency

### 1. Disclosure

- 1.1 The Company will disclose some important information on the Company's website, [www.thainakarin.co.th](http://www.thainakarin.co.th), in order to enable shareholders, analysts and general persons to search for public information rapidly.
- 1.2 In the Annual General Meeting of Shareholders, the Company will send meeting invitation and annual report (in CD format) to shareholders via mail and announce this meeting via newspaper and the Company's website.  
  
In the Extraordinary Meeting of Shareholders, the Company will send meeting invitation to shareholders via mail and announce this meeting via newspaper as well as the Company's website.
- 1.3 The Company has a related unit to reply all questions and coordinates with analysts, investors, and other related persons on information related to the company via Telephone No. 02 361 2727 or email: [ir@thainakarin.co.th](mailto:ir@thainakarin.co.th).
- 1.4 The Company shall disclose some important information of the company via the websites of the Stock Exchange of Thailand and the Company's website.
- 1.5 The Company will provide a contact channel to any person with any complaint on any illegal action against ethics or any behavior that may lead to any incorrect financial report preparation or presentation or defect internal control system whereas the company will keep such complaint as secret. In the event that any person finds any action as mentioned above, please inform the Company via [cg@thainakarin.co.th](mailto:cg@thainakarin.co.th).
- 1.6 For financial report preparation, the Company will prepare the financial report correctly, completely, and transparently and the Company will send such financial report, annual and quarterly financial statements to related organizations within the due date as stipulated by laws strictly and will publicize such information on the company's website. The Company has emphasized on preparing financial statements correctly according to Accounting Standard.
- 1.7 The Company prepares explanation and analysis of the management by giving analytical explanation on financial position, performance, some important changes, and factors that are causes or affect to the Company's financial position and performance and such explanation must be submitted to the Securities and Exchange Commission and the Stock Exchange of Thailand.

## 2. Information Disclosure on Company's Website

The Company discloses some financial information and non-financial information as required by the Stock Exchange of Thailand correctly, completely, timely, and transparently via the Company's website as well as publicizes some important documents that may be interested by investors and analysts on the Company's website. For example, objectives, vision, mission, nature of business, financial statement and financial information, annual report, 56-1 Form, invitation letter of Shareholder Meeting with documents related to Shareholder Meeting etc. In addition, all of these information and documents are always updated and the Company also provides the Company's telephone number, facsimile and email for contacting on the Company's website.

## Chapter 5: Responsibilities of the Board

### 1. Board Structure

The Board is consisted of qualified persons with knowledge and experiences in various fields who have to supervise the management to perform the operations as planned efficiently and effectively in order to give the maximum value to the Company and the ultimate confidence to shareholders. The Board Meeting should be held at least once a quarter in order to consider on performance reports of medical and administrative departments.

### 2. Leadership and Vision

Despite no Nomination Committee, the Company's Board consists of directors with expertise, competence and experience in medical, accounting, legal and management fields. The Board shall set policies, vision, strategies, business goals, business plans and corporate budget as well as supervise the Management to efficiently and effectively comply with the specified policies, goals and plans under the legal framework, the Company's Articles of Association and the resolution of the shareholders' meeting, for the maximum benefit of the Company and shareholders as a whole.

The Board has also established effective internal control, internal audit and risk management systems, together with regular monitoring. In this regard, it shall supervise to ensure that all committees and responsible executives comply with the set policies.

### 3. Conflict of Interest

The Company currently has measures against conflicts of interest that may arise from related-party transactions between the Company and potential conflict-of-interest persons, where the executives and persons with related interest are unable to take part in approval of the transactions. Such related-party transactions shall be carried out in accordance with the laws on securities and exchange, the Public Limited Companies Act B.E. 2535, and the regulations, notifications, orders and requirements of the Stock Exchange of Thailand.

Additionally, the Audit Committee (independent specialists) and the auditors are assigned to review and give opinions on the appropriateness of prices and reasonableness of transactions. Details of the related-party transactions shall be disclosed in the notes to financial statements according to the accounting standards stipulated by the Institute of Certified Accountants and Auditors of Thailand. The Company has set forth clear procedures for approval of future related-party transactions, details as shown under the Internal Control heading. It has also implemented a policy and measures to prohibit executives and related persons from using inside information for personal gain, which require the executives to report the change in their securities holding to the Office of the Securities and Exchange Commission.

## 4. Business Ethics

The Company has adopted code of ethics or statement as guidelines for the Board, executives and all staff in discharging their duties with honesty, integrity and fairness. The Company shall supervise and monitor to ensure strict compliance with said code of ethics or statement, as well as stipulate disciplinary measures.

## 5. Balance of Power for Non-executive Directors

As of 31 July 2017, the Company's Board of Directors is comprised of 14 directors, 1 of which was executive directors and 13 non-executive ones. Of the total number, 4 were independent directors and also members of the Audit Committee, representing 28.57% of the total directors.<sup>4</sup>

All such directors are qualified under the notification of the SET regarding qualifications and scope of duties of the Audit Committee, and shall perform their check-and-balance duties to ensure accurate and fair business management of the Company for the maximum benefit of its shareholders, transparency, and efficiency.

## 6. Aggregation or Segregation of Positions

The Medical Director must not be the same person as the Administrative Director. The Company, by the resolution of the Board meeting, has set a policy to segregate duties of supervision from day-to-day management and defined clear scopes of authority for each position. Executives shall have neither absolute power over any particular matters nor authority to delegate any persons to approve or execute transactions in which they or their related persons have interest or may lead to conflict of interest against the Company.

## 7. Remuneration of Directors and Executives

The shareholders' meeting has clearly fixed remuneration for directors. Remuneration of directors and executives shall be determined commensurate with their assigned roles, duties and responsibilities, and be at an appropriately attractive level to retain competent personnel with the Company. Determination of the remuneration shall be in accordance with the Board-specified principles and policy and in line with business performance and operating results alongside performance of each executive.

## 8. Board of Directors Meetings

Board of Directors meetings shall convene at least once every 3 months, and special meetings as necessary. From 1 August 2016 to 31 July 2017, the Company held 4 Board of Directors meetings, each was attended by more than 70% of total directors. At each meeting, agenda items were clearly specified and meeting invitation was submitted at least 7 days in advance to allow the Board members sufficient time to consider the information. Minutes of the meetings were recorded in writing and after adopted by the Board, kept for inspection by the Board and concerned parties.

In case a director has any interest or benefit in an agenda item to be considered, he/she must leave the meeting before the consideration of such agenda so that the meeting can consider the matter independently.

In 2017, the Company held 4 Board of Directors meetings, each was attended by 83.33% of total directors.

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<sup>4</sup> Mr. Chailerg Viriyarattanaporn has been appointed as Director in replacement of Pol. Gen. Sawat Amornvivat, the previous Director, referred to the resolutions of the meeting of the Board of Directors No. 3/2017 hold on August 10<sup>th</sup>, 2017.

## 9. Committees

The Board of Directors has appointed the Audit Committee to assist in corporate governance. Authorities and duties of the Audit Committee have been clearly specified. The Administrative Director and the Medical Director shall be in charge of managing the Company according to the set policies. Moreover, the quality structure has been established in order to enhance the supervision and management of the Company.

There are 30 committees overseeing corporate governance and quality structure management, as follows:

1. Hospital Management Committee
2. Medical Executive Committee
3. Quality Development Committee
4. Medical Staff Organization
5. Nurses - Service Organization
6. Dentist Committee
7. Risk Management Committee
8. Information Management Committee (IMC)
9. Pharmacy and Therapeutics Committee
10. Human Resources Management and Development Committee
11. Infection - Control Committee
12. Medical Utilization Committee (MUC)
13. Medical Record Committee
14. Occupational Health, Safety and Environment Committee
15. Patient care team Surgery
16. Patient care team Pediatrics
17. Patient care team Medicine
18. Patient care team Obstetrics and Gynecology
19. Patient care team Cardiology
20. Patient care team Orthopedics
21. Patient care team Eye Ear Nose Throat
22. Patient care team Childbirth Perinatology
23. Patient care team Stroke
24. Patient care team Emergency Medicine
25. Patient care team Gastroenterology
26. Kidney Transplantation Committee
27. Cardiopulmonary Resuscitation Committee
28. Resource Planning Committee
29. Medical Equipment and Supplies Revenue Review Committee
30. Patient Waiting Time Management Committee

These committees are responsible for overseeing the quality of medical care for patients. Data has been compiled and analyzed for approaches or measures to improve the quality of medical care and services, aiming to attain high quality of services that meet the hospital accreditation standards and relevant regulations.

Consisting of 15 members from medical, nursing and management teams, the Risk Management Committee is responsible for formulating risk management policies and systems pertinent to quality of services and safety of patients. The Committee shall analyze and identify contributory risk factors, develop risk-mitigating measures, as well as assign concerned units to constantly monitor the risks in accordance with the standards of The Healthcare Accreditation Institute (Public Organization).

## 10. Internal Control and Internal Audit

The Company puts great emphasis on the internal control systems both at management and operational levels, with control measures to optimize the use of resources. Responsibilities for approval, transaction recording and asset custody are segregated in order to promote proper checks and balances. The Company also carries out internal audits of financial-related and financial reporting systems, and periodically reports the results to the executives in charge.

At present, the Company has appointed Dharmniti Internal Audit Co., Ltd., as the internal auditor and established the Compliance Audit Department to control, audit and oversee the internal systems for more efficiency. The internal auditor must directly report to the Audit Committee for independence and transparency.

## 11. Reports of the Board of Directors

The Board of Directors is responsible for the Company's financial statements and financial information in the annual report. The financial statements are prepared according to the accounting standards generally accepted in Thailand, using appropriate accounting policies that are applied on a consistent basis based on prudent consideration and best estimates. All significant information is adequately disclosed in the notes to the financial statements.

The Board of Directors establish internal control in order to ensure that accounting data record is correct, complete and adequate for maintaining the Company's assets and perceiving some weaknesses in order to significantly prevent any abnormal operation. The Board also gives the opinion that, in overall, the Company's internal control is reliable.

The Audit Committee comprised of non-executive directors with accounting expertise, is assigned to review the financial reports and the disclosure of information in the Company's financial statements.

## 12. Committees

The Board of Directors has appointed the Audit Committee to review financial reports, internal control system and disclose information on related-transactions etc. The Audit Committee shall minimally have qualification on independence as defined by the Stock Exchange of Thailand. Qualifications, scope of responsibilities and duties of the Audit Committee can be seen in Audit Committee section.

## 13. Supervision over Operations of Subsidiaries and Associated Companies

The Company has operated the business and operations without any subsidiary and Associated Company.

## 14. Investor Relations

The Company pays much importance to the disclosure of both financial and general information in an accurate, complete, transparent and extensive manner which is also available by telephone at 0 2361 2727 and via the Company's website at [www.thainakarin.co.th](http://www.thainakarin.co.th). It also has a policy to develop channel of the information disclosure continually.



# Corporate Social Responsibility: CSR

Throughout 24 years in business, Thainakarin Hospital PCL. has provided quality and high-standard medical care under the vision of “world-class quality in healthcare, warm hospitality that treats everyone like family, affordable price, effective and transparent management and positive attitude staff,” alongside the code of professional ethics. The Management always holds that hospital business is not about profit-making only, but also the commitment to give best care for the health and quality of life of people, communities, the society and the environment. It is the Company's firm belief that corporate social responsibility contributes to sustainable and robust business growth.

## In this regard, the 5 core missions are set forth as follows:

1. To develop personnel competency, satisfaction and pride in the hospital;
2. To elevate the health care quality to the world-class standard;
3. To progressively proceed with continuous and sustainable development of the hospital;
4. To achieve the best hospitality with a warm and family-like treatment that creates lasting impressions;
5. To manage in accordance with the principles of good governance.

The Company has pursued the core missions through numerous projects and activities to attain business stability. The Hospital has also devised good corporate governance principles and provision of quality services in order to uplift quality of life and the society whilst helping preserve and restore the environment.

## Thainakarin Hospital's CSR scheme is carried out on the following basis:

### 1. Fair business conduct

The Company adheres to fair business conduct based on ethical principles, transparency, honesty and accountability, in tandem with avoidance of monopoly and piracy. Practices include:

- Giving all vendors equal opportunity to tender in order to prohibit monopoly and price discrimination.
- Comparing prices of products and services in order to promote transparency in procurement and to reduce operating costs, resulting in reasonable prices for customers.
- Set out rules and procedures for procurement in order to uphold business ethics, to refrain from soliciting and offering any benefits, and to protect interests in collaboration with suppliers and creditors.

### 2. Respect for human rights

Appreciating that human rights are the basic rights inherent to all human beings, Thainakarin Hospital embraces respect for human rights under the following practices:

#### 2.1 Overall process of services rendered to patients and customers

Thainakarin Hospital recognizes its duty as a medical care service provider with a responsibility to respect the customers' rights. For this reason, staffs of all units have been inculcated with full regard for patients' rights according to the new Declaration of Patients' Rights issued and certified by 6 professional federations on 12<sup>th</sup> August 2015, namely.

1. All patients have the fundamental right to receive healthcare services as specified under the Constitution.
2. All patients have the right to receive services from healthcare providers without discrimination toward economic status, race, religion, social class, belief, political opinion, sex, age, and illness conditions.
3. Patients seeking healthcare services have the right to receive from healthcare providers sufficient and clear information for making decision to accept or refuse treatments by healthcare providers, except in an emergency or where necessary.
4. Patients in life-threatening conditions have the right to receive immediate attention from healthcare providers as necessary, whether or not the patients requested so.
5. Patients have the right to know names, surnames and professional status of the healthcare providers delivering services to them.
6. Patients have the right to seek a second opinion from other healthcare providers and to request for the change of healthcare service provider and establishment.
7. Patients have the right to receive from healthcare providers the strict protection of their personal information, except upon the patients' consent or by legal requirements.
8. Patients have the right to receive complete information for making decision to participate in or withdraw from an experimental research conducted by healthcare providers.
9. Patients have the right to receive information, upon request, about their own treatments as appeared in the medical records, provided that such information does not violate personal rights of a third party.

With respect to this, Thainakarin Hospital has posted up the Declaration of Patients' Rights in all services areas for customers' acknowledgement, promoted ethical conducts of service providers, and focused on active fulfillment of customer needs.



## 2.2 Information

All data in medical records is a kind of health information. Thainakarin Hospital has set a clear policy on privacy and confidentiality of patients. A good medical record management system is implemented across the whole process, with chief concern for fundamental rights and best interests of the patients. Medical records of the Hospital can be divided as follows:

1. Paper-based medical record: Information is kept in document form and into medical record files. The Medical Record Development Committee has a responsibility to set pertinent formats and processes, including preparation of new patients' medical records, and determination of information necessary for providing medical care. Important data shall be compiled by personnel in related units, e.g. basic information, benefit-related information by registration officer, patient care information by nurses, diagnostic and treatment information by physicians, etc.
2. Electronic medical record: Relevant data is recorded into the system by all service-providing personnel according to their respective access authorizations and duties. The Medical Record Development Committee, the Information Committee and other related parties are responsible for defining such authorizations, duties as well as information useful for arranging services compliant with recognized standards, such as Hospital Accreditation (HA), ISO 9001, JCI, etc.

All data, in whatever format, is known to be crucial and clear guidelines must be established regarding access authority to each medical record. Thainakarin Hospital staffs of all levels have acknowledged policy and complied persistently.

To develop the healthcare services, the key element of business relies partly on systematic utilization of intra-organizational information in support of management and operations. For example, healthcare information is presented via electronic channels, e.g. mobile application, aiming to generate the maximum benefits for service users. Working units can also use statistical data as a tool for efficient internal management. The information utilization project is currently under in-depth study of benefits, results and potential risks.

### Corporate Social and Environmental Responsibility in Medical Record Execution and Management

The Company's social and environmental responsibility is reflected in continual improvement of its medical record services, where data from major processes shall be compiled, analyzed, and utilized as the information useful to the wider society. To illustrate this, Thainakarin Hospital has coordinated with its Infectious Disease Control Unit to report statistics, drawn from medical record database, on the now-increasing epidemic cases to relevant government agencies. Based on such information, the authorities have duly carried out disease inspection and prevention in the affected communities, medical treatment, surveillance of infected patients, etc.

The medical record system has been modernized for up-to-date features and, in necessary case, ease of access for service users whilst placing top priority on confidentiality and safety of patients. Examples are e-inquiries system and inter-hospital transfer of medical records, which facilitate prompter patient care process. This supportive exchange of medical information under strict procedures and upon authorized approval shall bring mutual benefits to both the patients and the healthcare providers.

Apart from the appreciation of fundamental rights and needs under the Declaration of Rights by the Medical Council, the Nursing and Midwifery Council, the Pharmacy Council and other related parties, the Hospital has expressed its social responsibility through the medical record execution which is paper-intensive. According to the guidelines for medical record disposal, records retained for over 5 years after last patient contact shall be destroyed by shredding and the shredded papers be recycled. Thainakarin Hospital has therefore contributed to environmental care and, indirectly, deforestation for paper production.

## 2.3 Personnel

The Company puts emphasis on developing and managing personnel to have good consciousness towards society as well as to have knowledge, skills, specialization, and service mind, as well as strives to build social benefits via society by holding some trainings for providing knowledge as well as some projects or activities for society, for example, energy efficiency training course, safety, occupational health, and environmental training course, Infectious Diseases Prevention and Control, Basic Life Support, etc. In addition, the company also holds some activities to provide social benefits without seeking for any profit. For example, providing some personnel to look after elderly, granting some awards to personnel making benefits to customers and general people, etc.

The Occupational Health and Environment Committee (ENV) oversees to ensure occupational safety for staff on a consistent basis. Work-related injuries shall be examined and reviewed to subsequently develop preventive work procedures. Employees must practice fire and earthquake drills every year for their own and patients' safety.

## 3. Anti-Corruption

The Company seeks to promote the significance and awareness of anti-corruption among employees of all levels, as well as taking internal control measures against corruption and bribery-related conducts of all forms.

## 4. Fair Labor Practices

The Company respects and obeys the law and code of ethics in treating every employees equally without any discrimination. Pertinent practices are as follows:

- Recruitment system is implemented with respect for human rights and in line with fair labor practices, free from discrimination, partiality, exclusion, employment bias and engagement of child labor. The Hospital has opened job opportunities for nearby communities and coordinated with the District Office on job creation for people in the communities.
- Payroll system, disciplinary procedure and protection of pregnant employees are carried out on a legal, fair and equitable basis.
- Employment of the disabled demonstrates respect for human rights and promotion of career progress and security for disabled people. The Company has therefore given career support to persons with disabilities and employed them for positions suitable to their physical and mental conditions, such as telephone operators and officers at various units.
- The Company provides job security to its personnel through the long-term employment policy.

## 5. Responsibilities towards Consumers

In dedication to its slogan of “**Thainakarin...The Hospital you can trust,**” the Company also gives particular attention to service quality under the following principles:

- Convenient, fast, precise and accurate medical care services shall be provided for everyone.
- Executives shall inspect operations of service units on a daily basis.
- User satisfaction survey shall be conducted to enhance and develop service quality.
- Customer care/complaint unit and system shall be put in place to take corrective actions and improve service quality in every dimension.
- Foreign officers shall be arranged for foreign customers to ensure correct and complete communication and treatment.
- Appointment reminder system is provided to enable continuous treatment for patients and follow-up for treatment evaluation.
- Providing standard ambulances for supporting emergency patients with diseases on cardiovascular system and nervous system.
- Security unit proactively works to efficiently provide service users with maximum convenience, i.e. handicapped parking space, wheelchair assistance and inter-departmental transfer, practice on using fire extinguisher drill on the 15<sup>th</sup> of every month, and hospital-wide security scheme entailing extensive CCTV cameras around the premises, 24-hour security guards stationed inside and outside the buildings together with deserted areas to ensure safety for the lives and possessions of all the customers and staff.

## 6. Occupational Safety, Health and Environment

The Company is committed to act responsibly towards the environment, safety and the society, thereby facilitating the safety and wellbeing of its staff, patients and visitors. This commitment has been adopted as policy and annual action plan under the supervision of the Hospital's Occupational Safety, Health and Environmental Committee, comprised of management-level representatives and employees as representatives of operating-level staff. The organization's physical, environmental and safety structures are managed in accordance with the Hospital and Healthcare Services Standards (60th Anniversary Commemoration Edition), BMA Office of Disaster Prevention and Mitigation's standards for mega high-rise buildings, and those of other agencies etc. These standards provide frameworks for planning, supervision and control. Meanwhile, pertinent information and indicators are used in analyzing and identifying causes in order to consistently take preventive and corrective actions on major physical, environmental and safety structures.

## Monitoring of Performance

### 6.1 Physical environment and safety

- Building inspection is performed by internal units and external experts certified by the Public Works Department on an annual basis, with due structural improvement in compliance with the Building Control Act B.E. 2522 and other relevant laws in order to affirm and ensure service users and staff of solid and safe building structures.
- Occupational health measurements are arranged in accordance with the Labour Protection Act B.E. 2541 and Ministerial Regulation with reference to Standards for Measurement of Heat, Light and Noise in the Workplace.
- Policy on Prevention and Solution to Drugs Problems in an Establishment, the Company participates in White Workplace Project of the Department of Labor Protection and Welfare, Bangkok. The Company won White Workplace Award for consecutive 2 years, namely, 2015 and 2016 whereas 2017 in under the process of consideration.

## 6.2 Hazardous Materials and Waste

- Manual for storage and disposal of hazardous materials, such as blades and needles handling. Training programs on infection prevention and control as well as waste sorting are constantly arranged for personnel related to patient care and housekeeping.
- Manual for protection against chemical substances such as chemical inventory, together with practice guidelines for prevention and management against risk from chemical exposure at work.
- Manual for protection against Explosive Device Operations in the Hospital.

## 6.3 Emergency and Fire

- Fire extinguishing system and equipment are inspected bimonthly.
- Training programs on basic fire prevention and suppression are arranged for new staff every 2 years.
- Annual fire evacuation drill is carried out so that all staff are aware of fire-related dangers, able to handle fire incidents properly according to the fire prevention and suppression plan, as well as to identify vulnerabilities for further enhancement of fire protection and suppression system.

## 6.4 Utility System

- Guidelines for proper use of utility systems in line with energy efficiency plan, provided that such practices do not affect good quality of services.

## 6.5 Health Promotion

- The Company has placed emphasis on health promotion to bring about physical and mental healthiness of its staff, by giving its staff full healthcare support i.e. annual health checkup, medical program, vaccinations, sports groups, including personal protection equipment at work.

## 6.6 Environment Protection

- Wastewater treatment system has put in place by Sequence Batch Reactor (SBR).
- The new chiller system with environmentally-friendly refrigerant is used.
- Awareness is raised throughout the Hospital about waste reduction, focusing on reuse and efficient use of resources with a sense of eco-friendliness.
- Create proper discipline and campaign on trashes disposal.

## 7. Innovation and Diffusion of Innovation obtained from CSR Operations for Society, Environment, and Stakeholders

-None.-

## 8. Community and Social Development

The Company has stood resolute in its responsibility to society and the environment. Health promotion activities are thus hosted to develop quality of life and health of people in the surrounding communities, enabling them to gain physical and mental healthiness conducive to efficient performance.

**Elderly Care:** Since Thailand currently becomes the aging society, Thainakarin Hospital has provided elderly care continuously as well as provided some correct suggestions on health enabling elderly to look after themselves and to reduce burdens of family and society. In 2017, the Company held a seminar called “**Happiness in the Elderly**” moderated by a psychiatrist of Thainakarin Hospital in order to provide knowledge to general persons living in nearby areas and anyone interested as well as to provide Bone Mineral Density Service and demonstrate exercises for elderly by physical therapists.

For nearby areas, Thainakarin Hospital provides a mobile unit to provide initial screening to elderly in Saranjit Elderly Club located in Wachiradhammasatit 57 Alley under the “**Community Health Promotion**” Project by providing weight and height measuring, fever checking, blood pressure checking, blood glucose monitoring, and bone mineral density by professional nurses as well as health consulting with the company’s doctors.

**Providing care to contract customers** is a kind of activity held for providing some suggestion on health care to a major customer group of Thainakarin Hospital besides other customer groups provided by hospital staff team under the “**Safety Day**” activity. This activity is held to provide some health knowledge, initial screening, and health consulting with professional nurses.





# Internal Control and Risk Management

In effort to prevent potential damages to the business, the Company focuses on establishing internal control systems that cover financial activities, operating activities, risk management and supervision at both management and operational levels, thus enabling it to accomplish goals in resource optimization, asset protection and error, leakage and loss reduction. The control responsibilities for approval, transaction recording and asset custody are segregated in order to secure proper checks and balances. Besides, the Company has put in place internal financial audits, accompanied by periodic monitoring by executives in charge, to ensure that its financial reporting system is accurate and reliable in compliance with relevant regulations and laws.

In 2017, the Board and the Audit Committee has jointly assessed the adequacy of the Company's internal control system in 6 interrelated aspects as follows:

## 1. Organization and Control Environment

The Company has an appropriate organizational structure, with a clear scope of authorities, duties and responsibilities. It has adopted a policy to inculcate a positive corporate culture where employees at all levels perform their duties with accountability, utmost ability and conformity to internal control system. All employees are well aware of their roles, authorities, duties and responsibilities, and also strictly comply with corporate policies and procedures. The adequacy of internal control including actual operations are reviewed and reported regularly to ensure policy compliance.

## 2. Risk Management

The Company has established the Risk Management Committee, with the Medical Director being the Chairman by position. The Committee is in charge of setting policies in relation to risks and safety, laying strategic plan in enterprise risk management, putting in place the risk management system that incorporates risk detection, risk reporting, enterprise risk analysis, continual improvement, preventive measures and contingency plan against potential risks and undesirable incidents in healthcare services. The system shall also promote well-organized risk information management system, safety culture, consistent and efficient risk management practices at enterprise, the Board and working unit levels, together with constant monitoring and assessment of risks in accordance with the standards of The Healthcare Accreditation Institute (Public Organization).

## 3. Management Control

The Company has clearly set out scopes of authorities and duties, approval authority limits of the management, and regulations and procedures on conflict of interest of directors and senior executives. Pertinent actions by the management shall be reported to the Board and included as a regular agenda item of the Board meeting on a tri-monthly basis.

## 4. Information and Communications System

The Company has developed, in accordance with internal standards of data security, an information system with appropriate control of data and system access, as well as an action plan on protection of information, especially customers and employees. The system encompasses such aspects as e-medical record, human resources management, intra-network and data backup for various processes, in order to enable a stable course of information system risk management.

The Company seeks to enhance its information service system, such as better internet speed to efficiently meet the need of ever-increasing users and higher data transfer, which is in the process of access point upgrade. In addition, the Company has improved its print-out system, which does not only boost service efficiency but also results in cost efficiency.

Overall, the Company's information and communications system is in an ongoing phase of continuous development, so that the executives and committees can utilize such information most efficiently and effectively.

## 5. Monitoring System

The Company holds several meetings in order to follow up operating performance, risks and key performance indicators on a regular basis. In addition, the Company has implemented risk managing process and analyzed for the causes of performance gaps in order to take corrective actions, as per the opinion of the Audit Committee disclosed in the Audit Committee's Report for 2017.

## 6. Internal Audit

The Audit Committee appointed Miss Viyadarat Sintharajiratha to hold the position of the Audit Manager for supervising and controlling the company's operation whereas Miss Viyadarat Sintharajiratha graduated in Bachelor of Accountancy from Ramkhamhaeng University and Mini MBA from Chulalongkorn University. She has ever held the position of Accounting Manager of Thainakarin Hospital PCL., and has had various experiences on internal audit of hospital business more than 20 years. Since she has understanding on the Company's business and operation, the Audit Committee agrees that the Audit Manager is appropriate to perform such duty. Consideration and approval on appointment and transfer of the Audit Manager must be approved by the Audit Committee.



# Related-party Transactions

In 2017 and as of 31 July 2017, the Company had related-party transactions and outstanding balances with persons of possible conflict of interest as shown in the financial statements and note No.6 to the financial statements.

## Necessity and Reasonableness

Related-party transactions are executed based on necessity and reasonableness for the best interest of the Company in line with its normal business practice and fair price basis. The Audit Committee has already given opinions on these related-party transactions in the preceding section.

## Measures and Procedures for Related-party Transaction

The Company has strictly complied with the Securities and Exchange Act B.E. 2535, the Stock Exchange of Thailand's regulations, notifications and requirements, and the Public Limited Companies Act B.E. 2535. Directors or persons who have interest in a transaction or may have conflict of interest with the Company shall have no right to approve such transaction, unless otherwise allowed the Public Limited Companies Act B.E. 2535, notifications or requirements, or the Public Limited Companies Act B.E. 2535. Principles regarding execution of related-party transactions as well as acquisition and disposal of the Company's assets have clearly been stipulated in its Articles of Association.

## Policy or Trend of Future Related-party Transactions

The Company has laid a policy on future related-party transactions, where the Board shall take into consideration the necessity and reasonableness of transactions along with the Company's best interest in terms of prices and normal business conditions. The Audit Committee is responsible for giving opinions on the necessity and reasonableness of the related-party transactions and compliance with normal business practice, based on comparison with prices on an arm's length basis. As a policy, such related-party transactions as borrowings from persons with possible conflict of interest shall be executed only when the Company is in financial need yet there are no other sources of fund that offer better terms or interest rates closer to market rates than its related persons.

However, it is expected that some of the current related-party transactions shall be carried on for some time in the future since they are beneficial to the Company. Such transactions include guarantees by Mr. Jatuporn Sihanatkathakul for the Company's overdraft facilities and issuance of promissory as mandated by counterparty banks, and electricity payment bonds.

## Measures on Investor Protection

In relation to related-party transactions and acquisition/disposal of assets, the Company has set in its Articles of Association clear regulations prohibiting directors or persons who have interest or may have any conflict of interest in a transaction from voting and approval of such transaction, which is in compliance with the Stock Exchange of Thailand's regulations, notifications or requirements and governing laws. Additionally, the Audit Committee is assigned to give opinions on the necessity and reasonableness of the related-party transactions. Pertinent information shall be disclosed in accordance with the Stock Exchange of Thailand's regulations, and also be included in the Company's financial statements and annual reports.

In the event that the Audit Committee has no expertise in reviewing a future related-party transaction, the Company shall seek opinions thereon from independent experts or the Company's auditors to support decision-making of the Board of Directors or the shareholders, as the case may be.

Related-party transaction report for 2017 and 2016 (as of 31 July 2017)

Related party and relationship	Transaction	Transaction Value (MB)		Necessity and Reasonableness
		2017	2016	
1. Doctors being directors and executives	<b>Doctor's fees:</b>	11.71	11.40	
	are paid to directors and executives of the Company			The transactions are necessary and reasonable because the directors and executives being doctors are entitled to receive doctor's fees at the rates comparable to other doctors working for the hospital.
	<b>Accrued doctor's fee expenses as of 31 July</b>	0.91	0.95	
2. Siam Property Development Company Limited	<b>Medical fee income:</b>	0.28	0.17	
	The transactions are in the normal course of the Company's business and charged at the rates applicable to general customers.			The transactions are necessary and reasonable. They are considered normal trade transactions and charged the rates applicable to general customers.
	<b>Medical fee receivables as of 31 July</b>	0.01	0.01	
3. Thep Pongpat Company Limited	<b>Rental fee income:</b>	0.30	0.30	
	Rental income is from a food court open to visitors for their convenience and to employees as welfare benefits. Rental agreements are fairly priced and based on standard conditions.			The transactions are necessary and reasonable. They are considered normal trade transactions.
	<b>Other receivables as of 31 July</b>	0.09	0.08	
4. Directors	<b>Welfare expenses:</b>	3.74	3.88	
	According to the Company's The transactions are necessary regulations, medical benefits for directors and their spouse, children and parents are limited at Baht 800,000 per year per person and do not cover doctor's fees, lab tests and examination by other hospitals and special equipment.			The transactions are necessary and reasonable. They are considered normal trade transactions.

# Report of the Audit Committee

**Dear Board of Director**  
**Thainakarin Hospital Public Company Limited**

The Audit Committee is appointed by the Board of Directors and consists of 5 independent directors, namely Mr. Kraisak Kadkum, the Chairman of the Audit Committee, Dr. Pridi Hetrakul, Asst. Prof. Dr. Chertsak Dhiraputra, Asst. Prof. Dr. Panya Issarawornrawanich and Mr. Chailer Viriyarattanaporn. Mr. Attapong Tipaksorn serves as Secretary to the Audit Committee.

The Audit Committee has carefully and independently performed duties in accordance with the scope of roles and responsibilities approved by the Board of Directors and in accordance with applicable laws, rules of the Stock Exchange of Thailand and relevant instructions. The Audit Committee members have effectively harnessed knowledge and competencies in such duty performance and received full access to relevant information and good cooperation from executives, internal auditors and auditors. During the 2017 accounting period from 1 August 2016 to 31 July 2017, the Audit Committee held 5 meetings where executives, internal auditors and external auditors were invited to the meetings to provide relevant information as summarized below:

1. Review of quarterly financial statements and 2017 financial statements-The Audit Committee made inquiries and received clarification from executives and auditors regarding the accuracy and adequacy of financial statements and disclosure. The Audit Committee concurs with the auditor that the financial reports are materially accurate, reliable and in accordance with generally accepted accounting standards.
2. Review of internal audit-The Audit Committee has reviewed the scope of work, roles, responsibilities and independence of internal auditors based on the internal audit guidelines stipulated by the Stock Exchange of Thailand. The Audit Committee is of the opinion that the Company's internal controls are adequate, appropriate and effective, and meet good standards.
3. Review of performance and internal controls-The aim of the review is to assess the adequacy and effectiveness of internal controls which are necessary for the Company's goal achievement. The review is based on the reports on internal audits which have been carried out in accordance to approved audit plans and covered key systems of the Company. No material issues are found. The Company has appropriately managed the properties and assets and complied with the Securities and Exchange Act, requirements stipulated by the Stock Exchange of Thailand and applicable laws and regulations. Authority delegation and approval have conformed to applicable procedures and effective internal control principles. The Company has also adhered to and updated the principles of good corporate governance to promote transparency and adapt to changes.
4. Review and opinion on related-party transactions and conflicts of interest. Transactions of the Company are reasonable, transparent and beneficial to the Company. Relevant disclosure has been accurately and adequately made.

5. Screening and nomination of auditors-The Audit Committee has reviewed and rendered opinions on the nomination of auditors to the Board of Directors which will be proposed to the shareholders' meeting for approval. The nominated auditors for 2018 are Miss Kamontip Lertwitworatep, CPA license number 4377 and/or Mr. Wichart Lokatekrawee, CPA license number 4451 and/or Miss Siriwan Suratepin, CPA license number 4604 of EY Office Company Limited. The audit expense budget for the year ended 31 July 2018 includes the audit fee of Baht 1,170,000 and the out-of-pocket expenses within the limit of Baht 30,000 and provide the Company to recruit other auditors to propose the Annual General Meeting of Shareholders for approval.
6. The Audit Committee has dutifully undertaken its responsibilities as assigned by the Board of Directors and is of the opinion that the Company's financial report and operations are correct. The Company has implemented internal controls and internal audits, complied with legal and regulatory requirements and correctly disclosed related-party transactions. In addition, the Company has adhered to the principles of good corporate governance to promote transparency and reliability as well as continuously developed its systems and operations to meet the quality standards and match the business environment.



**Mr. Kraisa Kadkum**

The Chairman of the Audit Committee  
Thainakarin Hospital Public Company Limited

# Scope of the Board of Directors' Responsibilities for Financial Reports

The Board of Directors gives priority to discharging its supervisory duties and responsibilities in accordance with the Company's Good Corporate Governance Policy. Financial reports and information disclosed in the 2017 Annual Report contain accurate, complete, adequate details, and are prepared in compliance with the generally-accepted accounting standards using appropriate accounting policies that are consistently applied based on prudent consideration. The Board has assigned the Audit Committee to review the Company's latest financial statements. Said financial reports have been reported to be carefully prepared in accordance with the generally-accepted accounting principles using appropriate accounting policies, and been assessed for the appropriateness of overall items presented in the statements, with adequate information disclosed in the notes to the financial statements. The Audit Committee's opinions regarding such matters are stated in the Company's Annual Report and also the Annual Registration Statement for the year 2017.

Additionally, the Board has set up an efficient and effective internal control system to ensure complete and accurate recording of accounting transactions, as well as an asset control system to prevent frauds or material damages.

In summary, the Board is of an opinion that the Company's overall internal control system is at a satisfactory level to establish reasonable confidence in the reliability of the Company's financial statements as of 31 July 2017. The external auditor has audited the aforementioned statements according to the generally-accepted auditing standards and viewed that the financial statements present fairly, in all material respects, the financial position and financial performance in accordance with generally-accepted accounting principles.

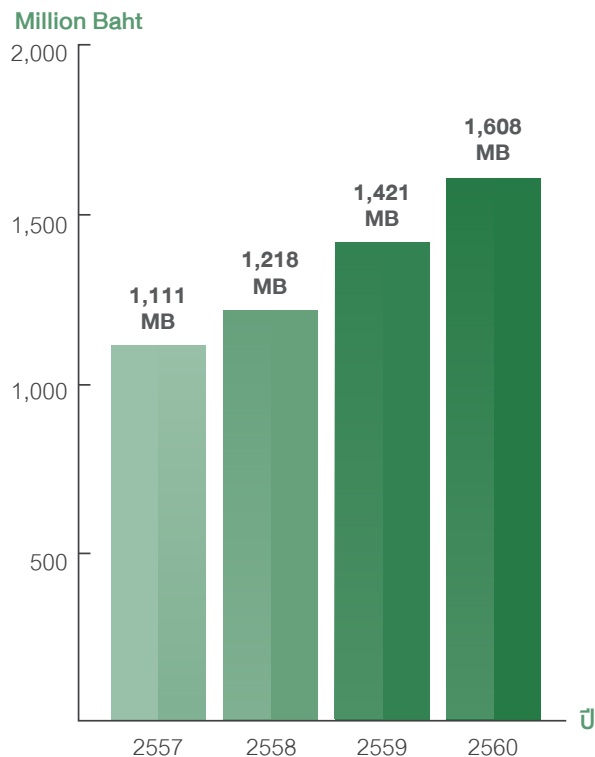
**(Mr. Jatuporn Sihanatkathakul)**

Chairman of the Board

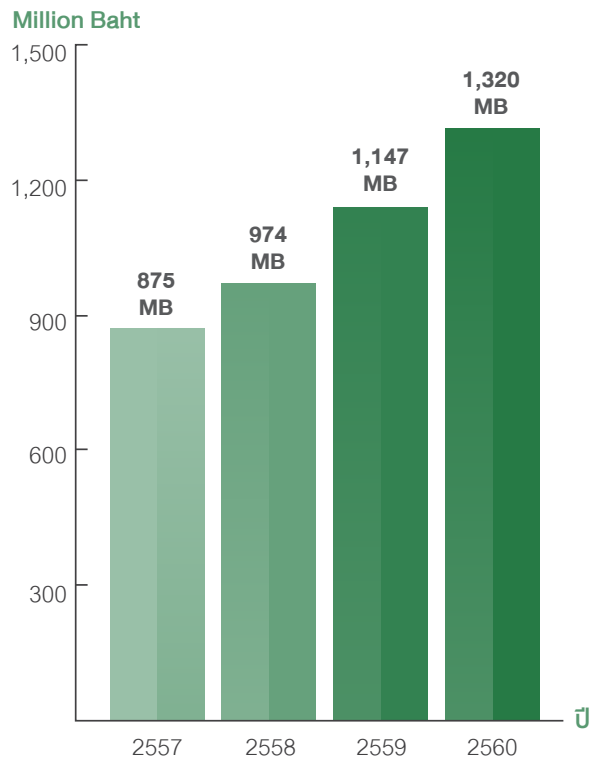


# Financial Highlights

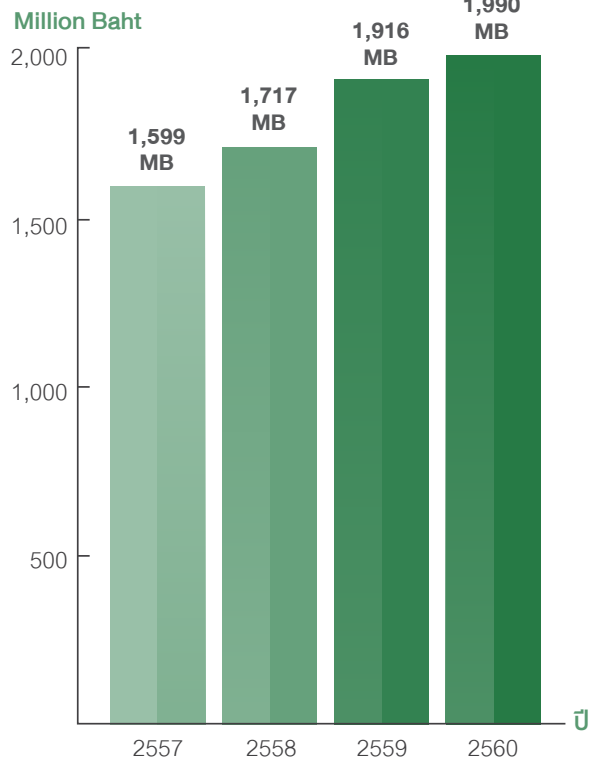
## Total Assets



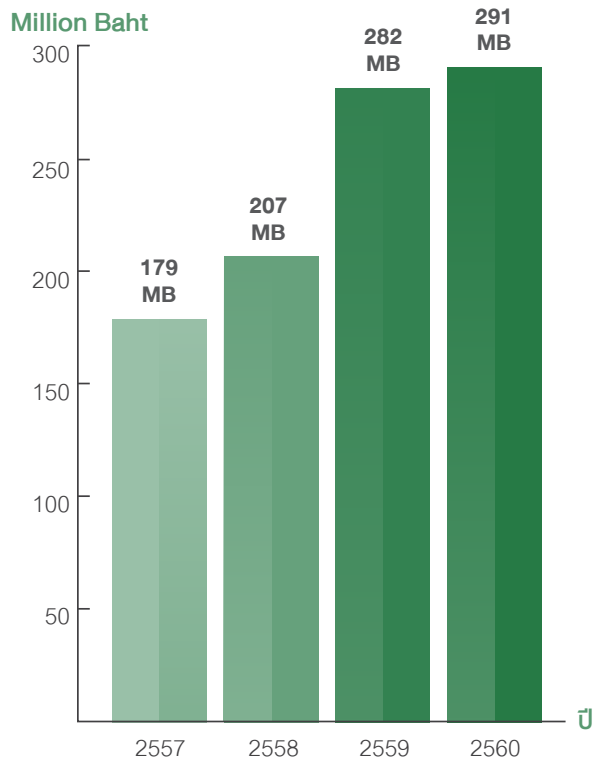
## Total Shareholder's Equity



## Total Revenues



## Profit



# Financial Highlights

Financial Performance (Million Baht)	2017	2016	2015
Total current assets	895.83	714.14	668.79
Total assets	1,607.57	1,420.71	1,217.87
Total current liabilities	232.75	227.00	203.24
Total liabilities	287.07	273.81	243.90
Total shareholders' equity	1,320.49	1,146.90	973.97
Total revenues	1,989.72	1,915.87	1,716.57
Profit for the year	290.59	282.04	206.94
Basic earnings per share	1.61	1.57	1.15
<b>Financial Ratios</b>			
<b>1. Liquidity Ratio (time)</b>			
1.1 Current ratio	3.85	3.15	3.29
<b>2. Efficiency Ratio (Day)</b>			
2.1 Average Collection Period	20	18	18
2.2 Average Inventory Period	7	8	9
2.3 Average Payment Period	21	20	21
<b>3. Profitability Ratio (%)</b>			
3.1 Gross Profit Margin	26.46	26.99	23.88
3.2 EBITDA Margin	23.19	23.35	20.44
3.3 Net Profit Margin	14.60	14.72	12.06
3.4 Return on Assets	23.93	26.65	22.17
3.5 Return on Equity	23.55	26.60	22.38
<b>4. Financial Policy Ratio (time)</b>			
4.1 Total Liabilities to Equity	0.22	0.24	0.25
4.2 Interest Coverage	-	-	-
<b>5. Other Financial Ratio</b>			
5.1 Growth on Revenues from Hospital Operations (%)	3.35	11.65	7.52
5.2 Growth on Net Profit for the Year (%)	3.03	36.29	15.54
5.3 Book Value per Share (Baht)	7.34	6.37	5.41

# Financial Statements And Notes To Financial Statements

## Independent Auditor's Report

To the Shareholders of Thainakarin Hospital Public Company Limited

### Opinion

I have audited the accompanying financial statements of Thainakarin Hospital Public Company Limited ("the Company"), which comprise the statement of financial position as at 31 July 2017, and the related statements of comprehensive income, changes in shareholders' equity and cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In my opinion, the financial statements referred to above present fairly, in all material respects, the financial position of Thainakarin Hospital Public Company Limited as at 31 July 2017, its financial performance and cash flows for the year then ended in accordance with Thai Financial Reporting Standards.

### Basis for Opinion

I conducted my audit in accordance with Thai Standards on Auditing. My responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of my report. I am independent of the Company in accordance with the Code of Ethics for Professional Accountants as issued by Federation of Accounting Professions under the Royal Patronage of His Majesty the King as relevant to my audit of the financial statements, and I have fulfilled my other ethical responsibilities in accordance with the Code. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

### Key Audit Matters

Key audit matters are those matters that, in my professional judgement, were of most significance in my audit of the financial statements of the current period. These matters were addressed in the context of my audit of the financial statements as a whole, and in forming my opinion thereon, and I do not provide a separate opinion on these matters.

I have fulfilled the responsibilities described in the Auditor's Responsibilities for the Audit of the Financial Statements section of my report, including in relation to these matters. Accordingly, my audit included the performance of procedures designed to respond to my assessment of the risks of material misstatement of the financial statements. The results of my audit procedures, including the procedures performed to address the matters below, provide the basis for my audit opinion on the accompanying financial statements as a whole.

Key audit matters and how audit procedures respond for each matter are described below.

#### *Revenue recognition*

Revenues from hospital operations are considered significant in the financial statements as the amounts recorded are material, representing 98% of the total revenues. In addition, there are various components in revenues from hospital operations which include revenue from sales of medicines and medical supplies, revenue from medical services, revenue from patient rooms, including discounts for counterparties, whereas the agreements contain various conditions for each party. There are therefore risks with respect to the amount and timing of revenue recognition.

I examined the revenue recognition of the Company by assessing and testing the Company's IT system and its internal controls with respect to the revenue cycle by making enquires of responsible executives, gaining an understanding of the controls and selecting representative samples to the operation of the designed controls. In addition, I applied a sampling method to select revenue from hospital operation transactions occurring during the year to examine the supporting documents. I requested a balance confirmation from accounts receivable and tested revenue cut-off. I also performed analytical procedures of disaggregated data and significant financial ratios with the past information and industry to detect possible irregularities in revenues from sales and services throughout the period, particularly for accounting entries made through journal vouchers.

#### **Other Information**

Management is responsible for the other information. The other information comprise the information included in annual report of the Company, but does not include the financial statements and my auditor's report thereon. The annual report of the Company is expected to be made available to me after the date of this auditor's report.

My opinion on the financial statements does not cover the other information and I do not express any form of assurance conclusion thereon.

In connection with my audit of the financial statements, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or my knowledge obtained in the audit or otherwise appears to be materially misstated.

When I read the annual report of the Company, if I conclude that there is a material misstatement therein, I am required to communicate the matter to those charged with governance for correction of the misstatement.

### **Responsibilities of Management and Those Charged with Governance for the Financial Statements**

Management is responsible for the preparation and fair presentation of the financial statements in accordance with Thai Financial Reporting Standards, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Company or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Company's financial reporting process.

### **Auditor's Responsibilities for the Audit of the Financial Statements**

My objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Thai Standards on Auditing will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with Thai Standards on Auditing, I exercise professional judgement and maintain professional skepticism throughout the audit. I also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Company's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify my opinion. My conclusions are based on the audit evidence obtained up to the date of my auditor's report. However, future events or conditions may cause the Company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Company to express an opinion on the consolidated financial statements. I am responsible for the direction, supervision and performance of the audit. I remain solely responsible for my audit opinion.

I communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

I also provide those charged with governance with a statement that I have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on my independence, and where applicable, related safeguards.

From the matters communicated with those charged with governance, I determine those matters that were of most significance in the audit of the financial statements of the current period and are therefore the key audit matters. I describe these matters in my auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, I determine that a matter should not be communicated in my report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

The engagement partner on the audit resulting in this independent auditor's report is Miss Kamontip Lertwitworatep.



**Kamontip Lertwitworatep**

Certified Public Accountant (Thailand) No. 4377

EY Office Limited

Bangkok: 14 September 2017

# Thainakarin Hospital Public Company Limited

## Statement of financial position

As at 31 July 2017

(Unit: Baht)

		31 July	31 July
	Note	2017	2016
<b>Assets</b>			
<b>Current assets</b>			
Cash and cash equivalents	7	129,051,630	106,245,288
Current investments	8	610,705,682	469,428,389
Trade and other receivables	6, 9	127,401,652	103,652,757
Inventories	10	26,095,287	32,312,270
Other current assets		2,578,654	2,496,520
<b>Total current assets</b>		<b>895,832,905</b>	<b>714,135,224</b>
<b>Non-current assets</b>			
Long-term deposits at financial institutions	11	169,200,000	135,700,000
Property, plant and equipment	12	524,014,390	551,727,272
Intangible assets	13	4,689,657	6,375,612
Deferred tax assets	18	13,574,162	12,440,574
Other non-current assets		255,026	331,835
<b>Total non-current assets</b>		<b>711,733,235</b>	<b>706,575,293</b>
<b>Total assets</b>		<b>1,607,566,140</b>	<b>1,420,710,517</b>

The accompanying notes are an integral part of the financial statements.



# Thainakarin Hospital Public Company Limited

## Statement of financial position (continued)

As at 31 July 2017

(Unit: Baht)

		31 July	31 July
	Note	2017	2016
<b>Liabilities and shareholders' equity</b>			
<b>Current liabilities</b>			
Trade and other payables	14	133,954,697	134,115,411
Doctor fee payable	6	67,973,989	63,359,496
Income tax payable		29,895,827	28,539,036
Other current liabilities		928,293	984,289
<b>Total current liabilities</b>		<b>232,752,806</b>	<b>226,998,232</b>
<b>Non-current liabilities</b>			
Provision for long-term employee benefits	15	53,795,992	46,284,587
Other non-current liabilities		523,000	523,000
<b>Total non-current liabilities</b>		<b>54,318,992</b>	<b>46,807,587</b>
<b>Total liabilities</b>		<b>287,071,798</b>	<b>273,805,819</b>
<b>Shareholders' equity</b>			
Share capital			
Registered			
180,000,000 ordinary shares of Baht 1 each		180,000,000	180,000,000
Issued and fully paid-up			
180,000,000 ordinary shares of Baht 1 each		180,000,000	180,000,000
Share premium		20,537,768	20,537,768
Retained earnings			
Appropriated - statutory reserve	16	18,000,000	18,000,000
Unappropriated		1,101,956,574	928,366,930
<b>Total shareholders' equity</b>		<b>1,320,494,342</b>	<b>1,146,904,698</b>
<b>Total liabilities and shareholders' equity</b>		<b>1,607,566,140</b>	<b>1,420,710,517</b>

The accompanying notes are an integral part of the financial statements.

# Thainakarin Hospital Public Company Limited

## Statement of comprehensive income

For the year ended 31 July 2017

(Unit: Baht)

	Note	2017	2016
<b>Profit and loss:</b>			
<b>Revenues</b>			
Revenues from hospital operations		1,950,103,461	1,886,845,864
Other income		39,620,114	29,020,809
<b>Total revenues</b>		<u>1,989,723,575</u>	<u>1,915,866,673</u>
<b>Expenses</b>	17		
Cost of hospital operations		1,434,195,454	1,377,608,826
Administrative expenses		193,203,650	186,731,188
<b>Total expenses</b>		<u>1,627,399,104</u>	<u>1,564,340,014</u>
<b>Profit before income tax expenses</b>		362,324,471	351,526,659
Income tax expenses	18	(71,734,827)	(69,488,472)
<b>Profit for the year</b>		<u>290,589,644</u>	<u>282,038,187</u>
<b>Other comprehensive income:</b>			
<i>Other comprehensive income not to be reclassified to profit or loss in subsequent periods</i>			
Actuarial gain	15	-	3,120,010
Less: Income tax effect	18	-	(624,002)
<b>Other comprehensive income for the year</b>		<u>-</u>	<u>2,496,008</u>
<b>Total comprehensive income for the year</b>		<u><u>290,589,644</u></u>	<u><u>284,534,195</u></u>
<b>Basic earnings per share</b>	19		
Profit		<u>1.61</u>	<u>1.57</u>
<b>Weighted average number of ordinary shares (shares)</b>		<u><u>180,000,000</u></u>	<u><u>180,000,000</u></u>

The accompanying notes are an integral part of the financial statements.

# Thainakarin Hospital Public Company Limited

## Statement of changes in shareholders' equity

For the year ended 31 July 2017

(Unit: Baht)

	Note	Issued and paid - up share capital	Share premium	Retained earnings		Total shareholders' equity
				Appropriated - statutory reserve	Unappropriated	
<b>Balance as at 1 August 2015</b>		180,000,000	20,537,768	18,000,000	755,432,735	973,970,503
Profit for the year		-	-	-	282,038,187	282,038,187
Other comprehensive income for the year		-	-	-	2,496,008	2,496,008
Total comprehensive income for the year		-	-	-	284,534,195	284,534,195
Dividend paid	20	-	-	-	(111,600,000)	(111,600,000)
<b>Balance as at 31 July 2016</b>		180,000,000	20,537,768	18,000,000	928,366,930	1,146,904,698
<b>Balance as at 1 August 2016</b>		180,000,000	20,537,768	18,000,000	928,366,930	1,146,904,698
Profit for the year		-	-	-	290,589,644	290,589,644
Other comprehensive income for the year		-	-	-	-	-
Total comprehensive income for the year		-	-	-	290,589,644	290,589,644
Dividend paid	20	-	-	-	(117,000,000)	(117,000,000)
<b>Balance as at 31 July 2017</b>		180,000,000	20,537,768	18,000,000	1,101,956,574	1,320,494,342

The accompanying notes are an integral part of the financial statements.

# Thainakarin Hospital Public Company Limited

## Statement of cash flows

For the year ended 31 July 2017

(Unit: Baht)

	2017	2016
<b>Cash flows from operating activities</b>		
Profit before tax	362,324,471	351,526,659
Adjustments to reconcile profit before tax to net cash provided by (paid from) operating activities:		
Depreciation and amortisation expenses	89,931,132	89,067,959
Bad debts and doubtful debts	369,872	1,781,147
Long-term employee benefit expenses	8,850,237	10,491,731
Loss on disposals of equipment and intangible assets	8,057,546	1,701,384
Gain on sales and change in value of investments in trading securities	(895,975)	(2,061,182)
Interest income	(11,417,999)	(12,737,343)
Profit from operating activities before changes in operating assets and liabilities	457,219,284	439,770,355
Decrease (increase) in operating assets		
Trade and other receivables	(22,719,428)	(7,227,939)
Inventories	6,216,983	(2,579,391)
Other current assets	(82,134)	(60,804)
Other non-current assets	76,809	(269,771)
Increase (decrease) in operating liabilities		
Trade and other payables	7,302,427	9,399,387
Doctor fee payable	4,614,493	9,741,647
Other current liabilities	(55,996)	(11,547)
Provision for long-term employee benefits	(1,338,832)	(1,223,600)
Cash from operating activities	451,233,606	447,538,337
Cash paid for income tax	(71,511,624)	(64,631,176)
<b>Net cash from operating activities</b>	<b>379,721,982</b>	<b>382,907,161</b>

The accompanying notes are an integral part of the financial statements.

# Thainakarin Hospital Public Company Limited

## Statement of cash flows (continued)

For the year ended 31 July 2017

(Unit: Baht)

	2017	2016
<b>Cash flows from investing activities</b>		
Interest received	10,018,660	12,731,970
Increase in current investments	(140,381,318)	(16,250,000)
Decrease (increase) in long-term deposits at financial institutions	(33,500,000)	19,900,000
Cash paid for acquisitions of property, plant and equipment	(77,561,587)	(268,742,854)
Increase in intangible assets	(5,297)	(203,300)
Cash received from disposals of equipment	1,513,902	203,553
<b>Net cash used in investing activities</b>	<b>(239,915,640)</b>	<b>(252,360,631)</b>
<b>Cash flows from financing activities</b>		
Dividend paid	(117,000,000)	(111,600,000)
<b>Net cash used in financing activities</b>	<b>(117,000,000)</b>	<b>(111,600,000)</b>
<b>Net increase in cash and cash equivalents</b>	<b>22,806,342</b>	<b>18,946,530</b>
Cash and cash equivalents at beginning of year	106,245,288	87,298,758
<b>Cash and cash equivalents at end of year (Note 7)</b>	<b>129,051,630</b>	<b>106,245,288</b>
<b>Supplemental cash flows information</b>		
Non-cash items		
Write-off trade receivables as bad debts	876,411	1,222,813
Decrease in accounts payable - construction and equipment purchase	(7,463,141)	(2,015,720)
Decrease in deposit for land acquisition	-	20,600,000

The accompanying notes are an integral part of the financial statements.

# Thainakarin Hospital Public Company Limited

## Notes to financial statements

For the year ended 31 July 2017

### 1. General information

Thainakarin Hospital Public Company Limited (“the Company”) is a public company incorporated and domiciled in Thailand. The Company is principally engaged in hospital business. The registered office of the Company is at No. 345 Bangna-Trad Road, Kwaeng Bangna, Khet Bangna, Bangkok.

### 2. Basis of preparation

The financial statements have been prepared in accordance with Thai Financial Reporting Standards enunciated under the Accounting Profession Act B.E. 2547 and their presentation has been made in compliance with the stipulations of the Notification of the Department of Business Development dated 28 September 2011, issued under the Accounting Act B.E. 2543.

The financial statements in Thai language are the official statutory financial statements of the Company. The financial statements in English language have been translated from the Thai language financial statements.

The financial statements have been prepared on a historical cost basis except where otherwise disclosed in the accounting policies.

### 3. New financial reporting standards

Below is a summary of financial reporting standards that became effective in the current accounting year and those that will become effective in the future.

#### (a) Financial reporting standards that became effective in the current year

The Company has adopted the revised (revised 2015) and new financial reporting standards issued by the Federation of Accounting Professions which became effective for fiscal years beginning on or after 1 January 2016. These financial reporting standards were aimed at alignment with the corresponding International Financial Reporting Standards, with most of the changes directed towards revision of wording and terminology, and provision of interpretations and accounting guidance to users of standards. The adoption of these financial reporting standards does not have any significant impact on the Company's financial statements.

## **(b) Financial reporting standards that will become effective in the future**

During the current period, the Federation of Accounting Professions issued a number of the revised financial reporting standards and interpretations (revised 2016) and new accounting treatment guidance which is effective for fiscal years beginning on or after 1 January 2017. These financial reporting standards were aimed at alignment with the corresponding International Financial Reporting Standards with most of the changes directed towards revision of wording and terminology, and provision of interpretations and accounting guidance to users of standards.

The management of the Company believes that the revised financial reporting standards and interpretations and new accounting treatment guidance will not have any significant impact on the financial statements when they are initially applied.

## **4. Significant accounting policies**

### **4.1 Revenue recognition**

#### *Revenue from hospital operations*

Revenues from hospital operations, mainly consisting of medical fees, hospital room sales and medicine sales, are recognised as income when services have been rendered or medicines have been delivered.

#### *Revenue from rental*

Revenue from rental is recognised over the term of the rental agreements.

#### *Interest income*

Interest income is recognised on an accrual basis based on the effective rate.

#### *Other income*

Other income is recognised on an accrual basis.

### **4.2 Cash and cash equivalents**

Cash and cash equivalents consist of cash in hand and at banks, and all highly liquid investments with an original maturity of 3 months or less and not subject to withdrawal restrictions.

### 4.3 Investments in trading securities

Investments in securities held for trading are stated at fair value. Changes in the fair value, which is determined from the net asset value of these securities, are recorded in profit or loss.

On disposal of an investment, the difference between net disposal proceeds and the carrying amount of the investment is recognised in profit or loss.

### 4.4 Trade accounts receivable and allowance for doubtful accounts

Trade accounts receivable are stated at the net realisable value. Allowance for doubtful accounts is provided for the estimated losses that may be incurred in collection of receivables. The allowance is generally based on collection experiences and analysis of debt aging.

### 4.5 Inventories

Inventories are valued at the lower of cost (first-in first out) and net realisable value. Net realisable value is the estimated selling price in the ordinary course of business less the estimated costs necessary to make the sale.

### 4.6 Property, plant and equipment and depreciation

Land is stated at cost. Buildings and equipment are stated at cost less accumulated depreciation and allowance for loss on impairment of assets (if any).

Depreciation of buildings and equipment is calculated by reference to their costs on the straight-line basis over the following estimated useful lives:

Particulars	Useful lives (years)	
	Assets acquired before 1 August 2004	Assets acquired as from 1 August 2004
Land improvement	30	30
Buildings	25	Over the lease term
Building improvement	10	10
Facility systems	15, 20	3 - 10
Medical accessory equipment	5 - 20	5 - 15
Furniture, fixtures and equipment	8 - 15	5 - 10
Vehicles	10	10



Depreciation is included in determining income. No depreciation is provided on land and assets under construction and installation.

An item of property, plant and equipment is derecognised upon disposal or when no future economic benefits are expected from its use or disposal. Any gain or loss arising on disposal of an asset is included in profit or loss when the asset is derecognised.

#### 4.7 Intangible assets

Intangible assets are measured at cost on the date of acquisition. Following initial recognition, intangible assets are carried at cost less any accumulated amortisation and any accumulated impairment losses (if any).

Intangible assets with finite lives are amortised on a systematic basis over the economic useful life and tested for impairment whenever there is an indication that the intangible asset may be impaired. The amortisation period and the amortisation method of such intangible assets are reviewed at least at each financial year end. The amortisation expense is charged to profit or loss.

A summary of the intangible assets with finite useful lives is as follows:

	Useful lives
Computer software	10 years

#### 4.8 Related party transactions

Related parties comprise individuals or enterprises that control, or are controlled by, the Company, whether directly or indirectly, or which are under common control with the Company.

They also include associated companies and individuals or enterprises which directly or indirectly own a voting interest in the Company that gives them significant influence over the Company, key management personnel, directors, and officers with authority in the planning and direction of the Company's operations.

#### 4.9 Long - term leases

Leases of property which do not transfer substantially all the risks and rewards of ownership are classified as operating leases. Operating lease payments are recognised as an expense in profit or loss on a straight-line basis over the lease term.

#### 4.10 Impairment of assets

At the end of each reporting period, the Company performs impairment reviews in respect of the property, plant and equipment whenever events or changes in circumstances indicate that an asset may be impaired. An impairment loss is recognised in profit or loss when the recoverable amount of an asset, which is the higher of the asset's fair value less costs to sell and its value in use, is less than the carrying amount. In determining value in use, the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset. In determining fair value less costs to sell, an appropriate valuation model is used. These calculations are corroborated by a valuation model that, based on information available, reflects the amount that the Company could obtain from the disposal of the asset in an arm's length transaction between knowledgeable, willing parties, after deducting the costs of disposal.

In the assessment of asset impairment, if there is any indication that previously recognised impairment losses may no longer exist or may have decreased, the Company estimates the asset's recoverable amount. A previously recognised impairment loss is reversed only if there has been a change in the assumptions used to determine the asset's recoverable amount since the last impairment loss was recognised. The increased carrying amount of the asset attributable to a reversal of an impairment loss shall not exceed the carrying amount that would have been determined had no impairment loss been recognised for the asset in prior years. Such reversal is recognised in profit or loss.

#### 4.11 Foreign currencies

The financial statements are presented in Baht, which is also the Company's functional currency.

Transactions in foreign currencies are translated into Baht at the exchange rate ruling at the date of the transaction. Monetary assets and liabilities denominated in foreign currencies are translated into Baht at the exchange rate ruling at the end of reporting period.

Gains and losses on exchange are included in determining income.

## 4.12 Employee benefits

### *Short – term employee benefits*

Salaries, wages, bonuses and contributions to the social security fund are recognised as expenses when incurred.

### *Post – employment benefits and other long – term employee benefits*

#### *Defined contribution plans*

The Company and its employees have jointly established a provident fund. The fund is monthly contributed by employees and by the Company. The fund's assets are held in a separate trust fund and the Company's contributions are recognised as expenses when incurred.

#### *Defined benefit plans and other long-term employee benefits*

The Company has obligations in respect of the severance payments it must make to employees upon retirement under labor law. The Company treats these severance payment obligations as a defined benefit plan. In addition, the Company provides other long-term employee benefit plan, namely long service awards.

The obligation under the defined benefit plan and other long-term employee benefit plan is determined by a professionally qualified independent actuary based on actuarial techniques, using the projected unit credit method.

Actuarial gains and losses arising from post-employment benefits are recognised immediately in other comprehensive income.

Actuarial gains and losses arising from other long-term benefits are recognised immediately in profit or loss.

## 4.13 Provisions

Provisions are recognised when the Company has a present obligation as a result of a past event, it is probable that an outflow of resources embodying economic benefits will be required to settle the obligation, and a reliable estimate can be made of the amount of the obligation.

#### 4.14 Income tax

Income tax expense represents the sum of corporate income tax currently payable and deferred tax.

##### Current tax

Current income tax is provided in the accounts at the amount expected to be paid to the taxation authorities, based on taxable profits determined in accordance with tax legislation.

##### Deferred tax

Deferred income tax is provided on temporary differences between the tax bases of assets and liabilities and their carrying amounts at the end of each reporting period, using the tax rates enacted at the end of the reporting period.

The Company recognises deferred tax liabilities for all taxable temporary differences while its recognises deferred tax assets for all deductible temporary differences and tax losses carried forward to the extent that it is probable that future taxable profit will be available against which such deductible temporary differences and tax losses carried forward can be utilised.

At each reporting date, the Company reviews and reduces the carrying amount of deferred tax assets to the extent that it is no longer probable that sufficient taxable profit will be available to allow all or part of the deferred tax assets to be utilised.

The Company records deferred tax directly to shareholders' equity if the tax relates to items that are recorded directly to shareholders' equity.

#### 4.15 Fair value measurement

Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between buyer and seller (market participants) at the measurement date. The Company applies a quoted market price in an active market to measure its assets and liabilities that are required to be measured at fair value by relevant financial reporting standards. Except in case of no active market of an identical asset or liability or when a quoted market price is not available, the Company measures fair value using valuation techniques that are appropriate in the circumstances and maximises the use of relevant observable inputs related to assets and liabilities that are required to be measured at fair value.

All assets and liabilities for which fair value is measured or disclosed in the financial statements are categorised within the fair value hierarchy into three levels based on categories of input to be used in fair value measurement as follows:

Level 1 - Use of quoted market prices in an observable active market for such assets or liabilities

Level 2 - Use of other observable inputs for such assets or liabilities, whether directly or indirectly

Level 3 - Use of unobservable inputs such as estimates of future cash flows

At the end of each reporting period, the Company determines whether transfers have occurred between levels within the fair value hierarchy for assets and liabilities held at the end of the reporting period that are measured at fair value on a recurring basis.

## 5. Significant accounting judgements and estimates

The preparation of financial statements in conformity with financial reporting standards at times requires management to make subjective judgements and estimates regarding matters that are inherently uncertain. These judgements and estimates affect reported amounts and disclosures and actual results could differ from these estimates. Significant judgements and estimates are as follows:

### Allowance for doubtful accounts

In determining an allowance for doubtful accounts, the management needs to make judgement and estimates based upon, among other things, debt collection experience, aging profile of outstanding debts and the prevailing economic condition.

### Fair value of financial instruments

In determining the fair value of financial instruments recognised in the statement of financial position that are not actively traded and for which quoted market prices are not readily available, the management exercises judgement, using a variety of valuation techniques and models. The input to these models is taken from observable markets, and includes consideration of credit risk (bank and counterparty, both), liquidity, correlation and longer-term volatility of financial instruments. Change in assumptions about these factors could affect the fair value recognised in the statement of financial position and disclosures of fair value hierarchy.

### Property, plant and equipment and depreciation

In determining depreciation of buildings and equipment, the management is required to make estimates of the useful lives and residual values of the Company's buildings and equipment and to review estimate useful lives and residual values when there are any changes.

In addition, the management is required to review property, plant and equipment for impairment on a periodical basis and records impairment losses in the period when it is determined that their recoverable amount is lower than the carrying amount. This requires judgements regarding forecast of future revenues and expenses relating to the assets subject to the review.

### Deferred tax assets

Deferred tax assets are recognised for deductible temporary differences to the extent that it is probable that taxable profit will be available against which the temporary differences can be utilised. Significant management judgement is required to determine the amount of deferred tax assets that can be recognised, based upon the likely timing and level of estimate future taxable profits.

### Post – employment benefits and other long-term employee benefits under defined benefit plans

The obligations under the post-employment benefit plan and other long-term employee benefit plan are determined based on actuarial techniques. Such determination is made based on various assumptions, including discount rate, future salary increase rate, mortality rate and staff turnover rate.

### Litigation

The Company has contingent liabilities as a result of litigation. The Company's management has used judgement to assess of the results of the litigation and believes that no loss will result. Therefore, no contingent liabilities are recorded as at the end of reporting period.

## 6. Related party transactions

During the years, the Company had significant business transactions with related parties. Such transactions, which are summarised below, were concluded on commercial terms and bases agreed upon between the Company and those related parties.

	Transfer pricing policy
Revenues from hospital operations	Based on the price charged to normal customers
Rental income	Rates as stipulated in the agreements
Doctor fee expenses (directors and management)	The same rate as other doctors in the hospital
Medical welfare expenses	Under the Company's regulations, medical welfare benefits are granted to directors, their spouses, children and parents, up to a specified amount per annum. These benefits exclude doctor fees, examinations conducted on other premises and special equipment charges

(Unit: Thousand Baht)

	For the years ended 31 July	
	2017	2016
<u>Transactions with related companies and persons</u>		
Revenues from hospital operations	282	172
Rental income	300	300
Doctor fee expenses (directors and management)	11,708	11,395
Medical welfare expenses	3,742	3,882

The balances of accounts as at 31 July 2017 and 2016 between the Company and its related parties are as follows:

(Unit: Thousand Baht)		
	2017	2016
<b><u>Trade receivables - related parties (Note 9)</u></b>		
Related companies (related by common shareholders and directors)	15	13
Total trade receivables - related parties	15	13
<b><u>Other receivables - related parties (Note 9)</u></b>		
Related companies (related by common shareholders and directors)	87	83
Total other receivables - related parties	87	83
<b><u>Doctor fee payable - related persons</u></b>		
Related persons (directors and management)	911	953
Total doctor fee payable - related persons	911	953

#### Directors and management's benefits

During the years ended 31 July 2017 and 2016, the Company had employee benefit expenses payable to its directors and management as below.

(Unit: Thousand Baht)		
	2017	2016
Short-term employee benefits	31,697	30,287
Post-employment benefits	1,683	1,658
Total	33,380	31,945

## 7. Cash and cash equivalents

(Unit: Thousand Baht)		
	2017	2016
Cash	5,267	8,483
Bank deposits	123,785	97,762
Total cash and cash equivalents	129,052	106,245

As at 31 July 2017, bank deposits in savings accounts carried interests between 0.10 and 1.48 percent per annum (2016: between 0.10 and 1.25 percent per annum).



## 8. Current investments

### 8.1 As at 31 July 2017 and 2016, current investments consisted of the following:

(Unit: Thousand Baht)

	Investments		Interest rate (percent per annum)	
	2017	2016	2017	2016
Fixed deposits at financial institutions (9 - 12 months)	560,600	380,300	1.50 - 1.85	1.30 - 2.30
Investments in trading securities - fair value (Note 8.2)	50,106	89,128		
<b>Total current investments</b>	<b>610,706</b>	<b>469,428</b>		

### 8.2 Movements in the investments in trading securities for the year ended 31 July 2017 and 2016 are summarised below.

(Unit: Thousand Baht)

	2017	2016
Net balance at beginning of the year	89,128	146,117
Cash paid for current investments in trading securities during the year - at cost	80,000	195,000
Sales during the year - at cost		
Proceeds from sales	(119,918)	(254,050)
Gain on sales	790	1,241
Total	(119,128)	(252,809)
Gain on change in value	106	820
<b>Net balance at end of the year</b>	<b>50,106</b>	<b>89,128</b>

## 9. Trades and other receivables

(Unit: Thousand Baht)

	2017	2016
<b><u>Trade receivables - related parties</u></b>		
Aged on the basis of due dates		
Not yet due	5	6
Past due		
Up to 3 months	10	7
<b>Total trade receivables - related parties</b>	<b>15</b>	<b>13</b>

(Unit: Thousand Baht)

	2017	2016
<b><u>Trade receivables - unrelated parties</u></b>		
Aged on the basis of due dates		
Not yet due	70,064	59,948
Past due		
Up to 3 months	45,997	35,620
3 - 6 months	3,910	1,620
6 - 12 months	1,055	2,042
Over 12 months	2,298	1,821
Total trade receivables - unrelated parties	123,324	101,051
Less: Allowance for doubtful accounts	(2,955)	(3,462)
Total trade receivables - unrelated parties - net	120,369	97,589
Total trade receivables - net	120,384	97,602
<b><u>Other receivables</u></b>		
Other receivables - related parties	87	83
Other receivables - unrelated parties	4,512	4,949
Accrued interest income	2,419	1,019
Total other receivables	7,018	6,051
Total trade and other receivables - net	127,402	103,653

## 10. Inventories

(Unit: Thousand Baht)

	2017	2016
Medicines and medical supplies	22,512	28,829
Supplies and others	3,583	3,483
Total	26,095	32,312

## 11. Long - term deposits at financial institutions

As at 31 July 2017, long-term deposits at financial institutions carried interests between 1.50 and 2.00 percent per annum (2016: 1.95 and 2.25 percent per annum).

## 12. Property, plant and equipment

(Unit: Thousand Baht)								
Cost	Land and land improvements	Buildings and building improvements	Facility systems	Medical accessory equipment	Furniture, fixtures and equipment	Vehicles	Assets under construction and installation	Total
1 August 2015	2,325	429,303	304,647	497,128	149,104	11,526	2,701	1,396,734
Additions	224,795	148	1,079	51,602	4,553	-	5,149	287,326
Transfer in (transfer out)	-	1,358	191	2	1,236	-	(2,787)	-
Disposals and write-off	-	(9)	(6,059)	(90,148)	(22,661)	-	-	(118,877)
31 July 2016	227,120	430,800	299,858	458,584	132,232	11,526	5,063	1,565,183
Additions	-	-	5,834	52,490	5,296	1,172	5,307	70,099
Transfer in (transfer out)	-	976	307	-	3,598	-	(4,881)	-
Disposals and write-off	-	-	(2,560)	(43,227)	(943)	-	-	(46,730)
31 July 2017	227,120	431,776	303,439	467,847	140,183	12,698	5,489	1,588,552



As at 31 July 2017, certain equipment items have been fully depreciated but are still in use. The gross carrying amount before deducting accumulated depreciation of those assets amounted to Baht 459.40 million (2016: Baht 409.19 million).

### 13. Intangible assets

The net book value of intangible assets, which are computer software, as at 31 July 2017 and 2016 is presented below.

(Unit: Thousand Baht)	
Cost	
1 August 2015	20,043
Additions	203
Write-off	(6)
31 July 2016	20,240
Additions	5
31 July 2017	20,245
<b>Accumulated amortisation</b>	
1 August 2015	11,773
Amortisation for the year	2,095
Write-off	(4)
31 July 2016	13,864
Amortisation for the year	1,691
31 July 2017	15,555
<b>Net book value</b>	
31 July 2016	6,376
31 July 2017	4,690

## 14. Trade and other payables

(Unit: Thousand Baht)

	2017	2016
Trade payables - unrelated parties	87,508	80,740
Other payables - unrelated parties	12,021	12,198
Accounts payable - construction and equipment purchase	7,022	14,485
Accrued expenses	27,404	26,692
<b>Total trade and other payables</b>	<b>133,955</b>	<b>134,115</b>

## 15. Provision for long – term employee benefits

Provision for long-term employee benefits, which are compensations on employees' retirement and long service awards, was as follows:

(Unit: Thousand Baht)

	Retirement benefit plan	Long service award plan	Total
<b>As at 1 August 2015</b>	37,292	2,844	40,136
Current service cost	5,060	768	5,828
Interest cost	1,936	151	2,087
Actuarial (gain) loss arising from Demographic assumptions changes	(5,699)	1,280	(4,419)
Financial assumptions changes	8,127	569	8,696
Experience adjustments	(5,548)	728	(4,820)
Benefits paid during the year	(743)	(480)	(1,223)
<b>As at 31 July 2016</b>	40,425	5,860	46,285
Current service cost	6,145	1,266	7,411
Interest cost	1,246	193	1,439
Benefits paid during the year	(810)	(529)	(1,339)
<b>As at 31 July 2017</b>	<b>47,006</b>	<b>6,790</b>	<b>53,796</b>

Long-term employee benefit expenses included in the profit or loss were as follows:

(Unit: Thousand Baht)

	2017	2016
Current service cost	7,411	5,828
Interest cost	1,439	2,087
Actuarial loss arising from other long-term employee benefits	-	2,577
<b>Total expenses recognised in profit or loss</b>	<b>8,850</b>	<b>10,492</b>
Line items in profit or loss under which such expenses are included		
Cost of hospital operations	6,502	7,990
Administrative expenses	2,348	2,502

The Company expects to pay Baht 4.18 million of long-term employee benefits during the next year (2016: Baht 1.42 million).

As at 31 July 2017, the weighted average duration of the liabilities for long-term employee benefits is 23 years (2016: 23 years).

Key actuarial assumptions used for the valuation are as follows:

	2017 (% per annum)	2016 (% per annum)
Discount rate	2.70	2.70
Future salary increase rate	5.00	5.00
Staff turnover rate (depending on age of employees)	0.00 - 14.66	0.00 - 14.66

The result of sensitivity analysis for significant assumptions that affect the present value of the long-term employee benefit obligations as at 31 July 2017 and 2016 are summarised below.

(Unit: Million Baht)

	2017		2016	
	<u>Increase 0.5%</u>	<u>Decrease 0.5%</u>	<u>Increase 0.5%</u>	<u>Decrease 0.5%</u>
Discount rate	(2.7)	2.9	(2.4)	2.6
	<u>Increase 1.0%</u>	<u>Decrease 1.0%</u>	<u>Increase 1.0%</u>	<u>Decrease 1.0%</u>
Future salary increase rate	6.0	(5.1)	4.9	(4.2)
	<u>Increase 10%</u>	<u>Decrease 10%</u>	<u>Increase 10%</u>	<u>Decrease 10%</u>
Staff turnover rate	(3.4)	3.8	(3.0)	3.3

## 16. Statutory reserve

Pursuant to Section 116 of the Public Limited Companies Act B.E. 2535, the Company is required to set aside to a statutory reserve at least 5 percent of its net profit after deducting accumulated deficit brought forward (if any), until the reserve reaches 10 percent of the registered capital. The statutory reserve is not available for dividend distribution. At present, the statutory reserve has fully been set aside.

## 17. Expenses by nature

Significant expenses classified by nature are as follows:

(Unit: Thousand Baht)

	2017	2016
Salaries and wages and other employee benefits	497,841	477,063
Cost of doctors' fee	493,517	469,135
Cost of medicines and supplies	353,908	334,868
Depreciation and amortisation	89,931	89,068
Service fees for outside treatments	23,705	21,518
General supplies	17,326	21,360
Other expenses	151,171	151,328

## 18. Income tax

Income tax expenses for the years ended 31 July 2017 and 2016 are made up as follows:

(Unit: Thousand Baht)

	2017	2016
<b>Current income tax:</b>		
Current income tax charge	72,868	71,274
<b>Deferred tax:</b>		
Relating to origination and reversal of temporary differences	(1,133)	(1,786)
<b>Income tax expenses reported in the statements of comprehensive income</b>	<b>71,735</b>	<b>69,488</b>



The amounts of income tax relating to each component of other comprehensive income for the years ended 31 July 2017 and 2016 are as follows:

(Unit: Thousand Baht)

	2017	2016
Deferred tax relating to actuarial gain	-	624
Income tax recognised in other comprehensive income	-	624

The reconciliation between accounting profit and income tax expenses is presented below.

(Unit: Thousand Baht)

	2017	2016
Accounting profit before tax	362,324	351,527
Applicable tax rate	20%	20%
Accounting profit before tax multiplied by income tax rate	72,465	70,305
Effects of:		
Non-deductible expenses	104	2,151
Additional expenses deductions allowed	(834)	(2,968)
Total	(730)	(817)
Income tax expenses reported in the statements of comprehensive income	71,735	69,488

The components of deferred tax assets are as follows:

(Unit: Thousand Baht)

	31 July 2017	31 July 2016
<b>Deferred tax assets</b>		
Allowance for doubtful accounts	591	693
Provision for long-term employee benefits	10,759	9,257
Accumulated depreciation - equipment	2,224	2,491
Total	13,574	12,441

## 19. Earnings per share

Basic earnings per share is calculated by dividing profit for the year (excluding other comprehensive income) by the weighted average number of ordinary shares in issue during the year.

## 20. Dividends

Dividends	Approved by	Total dividends	Dividend per share
		(Million Baht)	(Baht)
Final dividends for 2015	Annual General Meeting of the shareholders on 19 November 2015	111.6	0.62
Total dividends for 2016		111.6	0.62
Final dividends for 2016	Annual General Meeting of the shareholders on 28 November 2016	117.0	0.65
Total dividends for 2017		117.0	0.65

## 21. Operating segment information

Operating segment information is reported in a manner consistent with the internal reports that are regularly reviewed by the chief operating decision maker in order to make decisions about the allocation of resources to the segment and assess its performance. The chief operating decision maker has been identified as executive committee.

The one main reportable operating segment of the Company is the hospital business and the single geographical area of its operations is Thailand. Segment performance is measured based on operating profit or loss, on a basis consistent with that used to measure operating profit or loss in the financial statements. As a result, all of the revenues, operating profits and assets as reflected in these financial statements pertain exclusively to the aforementioned reportable operating segment and geographical area.

For the years ended 31 July 2017 and 2016, the Company has no major customer with revenue of 10 percent or more of its revenues.

## 22. Provident fund

The Company and its employees have jointly established a provident fund scheme in accordance with the Provident Fund Act B.E. 2530. Both employees and the Company contribute to the fund monthly at the rate of 2 percent of basic salary. The fund is managed by TISCO Asset Management Company Limited and will be paid to the employees upon termination in accordance with the fund rules. During the year ended 31 July 2017, the contributions of Baht 3.14 million (2016: Baht 2.99 million) were recognised as expenses in profit or loss.

## 23. Commitments and contingent liabilities

### 23.1 Operating lease commitment

The Company entered into a long-term lease agreement for lease of land on which to construct a hospital building covering a period of 30 years, from November 1988 to November 2018. In April 2006, the lessor transferred the ownership of this land to The Thai Red Cross Society. The agreement is renewable for periods of not less than 5 years each time, with the Company being required to inform The Thai Red Cross Society of its intention to renew at least one year prior to the expiry date.

The future minimum lease payments required under this non-cancellable operating lease contract were as follows:

	(Unit: Million Baht)	
	As at 13 July	
	2017	2016
Payable:		
In up to 1 year	1.7	1.7
In over 1 year and up to 5 years	0.5	2.2

### 23.2 Commitments under service agreements

The Company had total minimum payments to be paid in the future under the service agreements as follows:

	(Unit: Million Baht)	
	As at 13 July	
	2017	2016
Payable:		
In up to 1 year	7.6	8.2
In over 1 year and up to 5 years	1.0	0.6

### 23.3 Capital Commitments

As at 31 July 2017, the Company had capital commitments of Baht 14.0 million (2016: Baht 36.7 million) in respect of the acquisitions of medical equipment.

### 23.4 Guarantees

- (a) As at 31 July 2017, the Company had credit facilities for overdrafts with a commercial bank of Baht 21.5 million (2016: Baht 21.5 million) guaranteed by the Company's directors, and for short-term loans with a commercial bank of Baht 10.0 million (2016: Baht 10.0 million) guaranteed by the Company's director and secured by the land and construction thereon of a related company.
- (b) As at 31 July 2017, the Company had outstanding bank guarantees of approximately Baht 4.8 million (2016: Baht 5.2 million) issued by the bank on behalf of the Company in respect of electricity use as required in the normal course of business.

## 24. Litigation

On 10 October 2012, the Company and the dentist were sued by the patient, claiming for damages amounting to approximately Baht 155.5 million with interest of 7.50 percent per annum from the date being sued until the payments are settled. The Company and the dentist viewed that they did not commit any wrongful act as claimed by the patient and had defended to the Court.

On 13 February 2014, the Court of First Instance judgment the Company and the dentist have to joint performing the treatment procedure to pay compensation for damages amounting to Baht 3.1 million, together with interest thereon at the rate of 7.50 percent per annum from the date being sued until the payments are settled.

On 30 May 2014, the Company filed an appeal is lodged against a judgment to the Appeal Court, and on 29 July 2015, the Appeal Court had a reversal judgment to dismiss the case filed by the plaintiff.

On 25 September 2015, the plaintiff filed an appeal with the Supreme Court, and on 15 August 2017, the Supreme Court disallowed, dismissed and rejected the appeal filed by the plaintiff. Therefore, the case was concluded with the same judgment made by the Appeal Court to dismiss the plaintiff.

## 25. Financial instruments

### 25.1 Financial risk management

The Company's financial instruments, as defined under Thai Accounting Standard No. 107 "Financial Instruments: Disclosure and Presentations", principally comprise cash and cash equivalents, current investments, trade and other receivables, long-term deposits at financial institutions, and trade and other payables. The financial risks associated with these financial instruments and how they are managed is described below.

#### *Credit risk*

The Company is exposed to credit risk primarily with respect to trade and other receivables. The Company manages the risk by adopting appropriate credit control policies and procedures, therefore does not expect to incur material financial losses. In addition, the Company does not have high concentration of credit risk since it has a large customer base. The maximum exposure to credit risk is limited to the carrying amounts of trade and other receivables as stated in the statement of financial position.

#### *Interest rate risk*

The Company's exposure to interest rate risk relates primarily to its deposits at financial institutions. However, most of the Company's financial assets and liabilities bear floating interest rates or fixed interest rates which are close to the market rate. The interest rate risk is therefore minimal.

Significant financial assets and liabilities classified by type of interest rates are summarised in the table below.

(Unit: Million Baht)

As at 31 July 2017						
	Fixed interest rates		Floating interest rate	Non-interest bearing	Total	Interest rate (% p.a.)
	Within 1 year	1 to 5 years				
<b>Financial assets</b>						
Cash and cash equivalents	-	-	123.78	5.27	129.05	0.10 - 1.48
Current investments	560.60	-	50.11	-	610.71	1.50 - 1.85
Trade and other receivables	-	-	-	127.40	127.40	-
Long-term deposits at financial institutions	-	169.20	-	-	169.20	1.50 - 2.00
	560.60	169.20	173.89	132.67	1,036.36	
<b>Financial liabilities</b>						
Trade and other payables	-	-	-	133.95	133.95	-
	-	-	-	133.95	133.95	

(Unit: Million Baht)

As at 31 July 2016						
	Fixed interest rates		Floating interest rate	Non-interest bearing	Total	Interest rate (% p.a.)
	Within 1 year	1 to 5 years				
<b>Financial assets</b>						
Cash and cash equivalents	-	-	97.76	8.49	106.25	0.10 - 1.25
Current investments	380.30	-	89.13	-	469.43	1.30 - 2.30
Trade and other receivables	-	-	-	103.65	103.65	-
Long-term deposits at financial institutions	-	135.70	-	-	135.70	1.95 - 2.25
	380.30	135.70	186.89	112.14	815.03	
<b>Financial liabilities</b>						
Trade and other payables	-	-	-	134.12	134.12	-
	-	-	-	134.12	134.12	

### Foreign currency risk

The Company's exposure to foreign currency risk is minimal since the majority of business operations are denominated in Thai Baht.

## 25.2 Fair value of financial instruments

Since the majority of the Company's financial instruments are short-term in nature or carrying interest at rates close to the market rate, their fair value is not expected to be materially different from the amounts presented in the statement of financial position.

## 26. Fair values hierarchy

As of 31 July 2017 and 2016, the Company had the assets that were measured at fair value as follows:

(Unit: Million Baht)

	2017		2016	
	Level 2	Total	Level 2	Total
<b>Investment in securities held for trading</b>				
Debt instruments	50.1	50.1	89.1	89.1

### Valuation techniques and inputs to Level 2 valuation

The fair value of investments in debt instruments has been determined by using the yield curve as announced by the Thai Bond Market Association or by other relevant bodies.

During the current year, there were no transfers within the fair value hierarchy.

## 27. Capital management

The primary objective of the Company's capital management is to ensure that it has appropriate capital structure in order to support its business and maximise shareholders value. As at 31 July 2017, the Company's debt-to-equity ratio was 0.22:1 (2016: 0.24:1).

## 28. Event after the reporting period

On 14 September 2017, the Meeting of the Board of Directors of the Company passed a resolution approving the dividend payment for the year 2017 to the Company's shareholders at Baht 0.60 per share or a total of Baht 108 million. The payment of dividend will later be proposed for approval in the Annual General Meeting of the Company's shareholders.

## 29. Approval of financial statements

These financial statements were authorised for issue by the Company's Board of Directors on 14 September 2017.

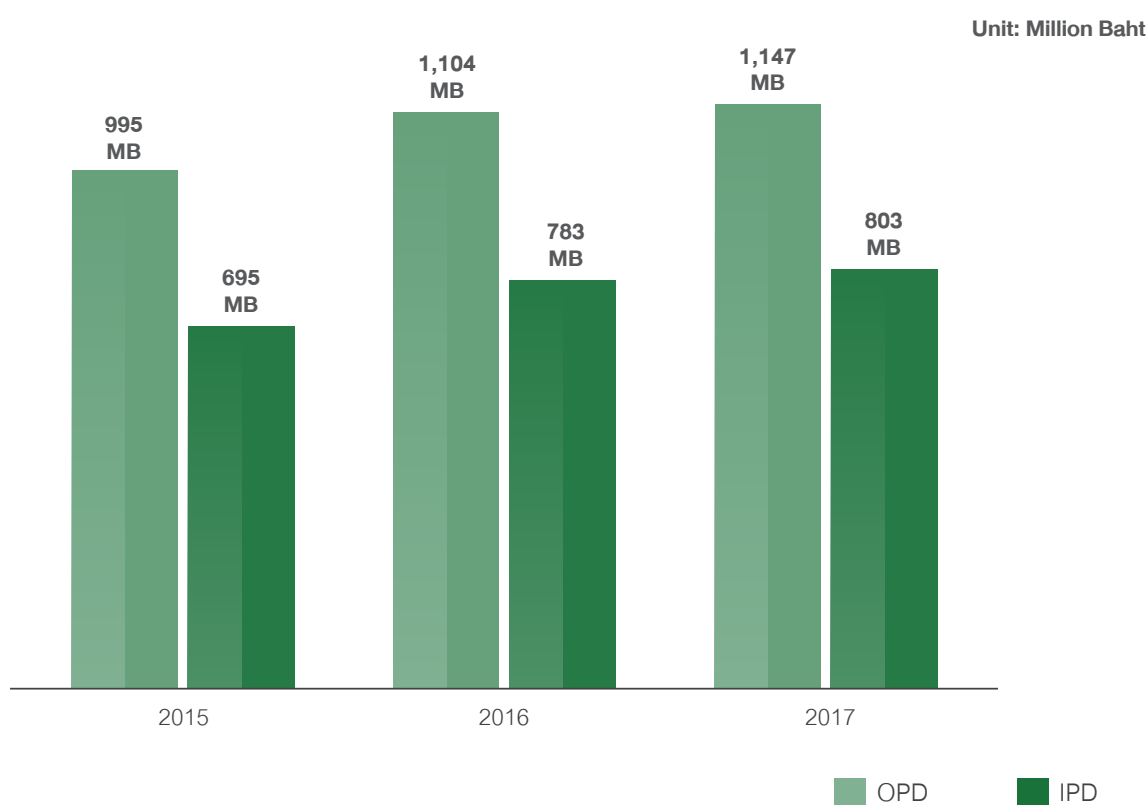
# Management Discussion and Analysis

## Operating Results and Profitability

### Revenue

The Operating results for the 2017 financial year from 1 August 2016 to 31 July 2017 registered total revenue of Baht 1,989.72 million, the medical service revenue was generated Baht 1,950.10 million equivalent to 98.01% of the total revenue. The total revenue was increased Baht 73.86 million or 3.86% compared to 2016 which resulted from the increased of OPD revenue Baht 42.93 million equivalent to 3.89% where the revenue of IPD was increased by Baht 20.32 million or 2.60%. The rise of medical service fees was from the opening of all specialties clinics along with the increasing complexity of cases.

Revenues from IPD and OPD medical fees for 2015, 2016 and 2017 are as follows:



Most of the Hospital's patients in 2017 were Thais, consisting largely of self-pay patients, insured patients and contractual parties. The number of patients is likely to grow because of its advantageous location and reputation for great range of specialties.

Other revenues included interest income from investment and rental which aggregately accounted for 1.99% of total revenue.



## Cost of Medical Services

In 2017, the Company's cost of medical services (including depreciation and amortization) amounted to Baht 1,434.19 million, growing from 2016 by Baht 56.59 million or 4.1% in consonance with the increase of medical fee revenue. The higher cost was contributed by the rising costs of medical personnel due to the Hospital's policy of recruiting specialized doctors in all fields to ensure precise diagnosis and treatment, as well as personnel costs, depreciation of medical equipment and building improvement due to investments made for enhancement of patient care efficiency and medical service technologies.

## Administrative Expense

In 2017, the Company had total administrative expense of Baht 193.20 million, up from 2016 by Baht 6.47 million or 3.5% in response to increment in salaries, staff welfare and annual raise.

## Income Tax

Tax income of the Company in 2017 totaled Baht 71.73 million, expanding from 2016 by Baht 2.25 million or 3.2% as a result of higher operating net profits. Corporate income taxes in 2017 and 2016 were imposed at the rate of 20%.

## Income Statement

	2017	2016	2015
<b>Total Revenue (Million Baht)</b>	1,989.72	1,915.87	1,716.57
<b>Net Profit (Million Baht)</b>	290.59	282.04	206.94
<b>Net Profit Margin (%)</b>	14.60	14.72	12.06
<b>Gross Profit Margin (%)</b>	26.46	26.99	23.88
<b>Return on Equity (%)</b>	23.55	26.60	22.38

For reasons mentioned above, the Company achieved a satisfactory revenue growth rate of 3.9% and a net profit growth rate of 3% when compared to that of 2016. It has firmly pursued the policy on delivering high standard and quality services at fair prices.



## Financial Position

The Company's financial position as of 31 July 2017 is as follows:

Assets			Liabilities and Shareholders' Equity		
	Amount (MB)	Ratio (%)		Amount (MB)	Ratio (%)
Current assets	895.83	55.73%	Current liabilities	232.75	14.48%
Non-current assets	711.73	44.27%	Non-current liabilities	54.32	3.38%
			Shareholders' equity	1,320.49	82.14%
<b>Total</b>	<b>1,607.56</b>	<b>100.00%</b>	<b>Total</b>	<b>1,607.56</b>	<b>100.00%</b>

Details of assets can be summarized as follows:

(Unit: Million Baht)

Description	2017	2016	2015
Cash and cash equivalents	129.05	106.25	87.30
Current investments	610.71	469.43	451.12
Trade and other receivables	127.40	103.65	98.20
Inventories	26.09	32.31	29.73
Long-term deposits at financial institutions	169.20	135.70	155.60
Land, buildings and equipment	524.01	551.73	353.27
Other assets	21.10	21.64	42.65
<b>Total assets</b>	<b>1,607.56</b>	<b>1,420.71</b>	<b>1,217.87</b>

As of 31 July 2017, the Company recorded cash and cash equivalents of Baht 129.05 million, comprising Baht 5.27 million cash and Baht 123.78 million bank deposits.

As of 31 July 2017, the Company recorded current investments of Baht 610.71 million, a year-on-year increase from 2016 of Baht 141.28 million. The Company has adopted a policy to invest cash from operations in fixed deposits at financial institutions and open-ended funds.

As of 31 July 2017, the Company recorded trade and other receivables of Baht 127.40 million, a year-on-year increase from 2016 of Baht 23.75 million or 22.9% mostly due to incremental net trade receivables which matched with rising revenue.

Details of trade receivables as of 31 July 2017, 2016 and 2015 are as follows:

Trade Receivables	2017		2016		2015	
	Amount (MB)	Ratio (%)	Amount (MB)	Ratio (%)	Amount (MB)	Ratio (%)
Not yet due	70.06	56.8%	59.95	59.4%	56.87	60.4%
Overdue						
Less than 3 months	46.00	37.3%	35.62	35.2%	31.00	32.9%
Over 3 - 6 months	3.91	3.2%	1.62	1.6%	2.17	2.3%
Over 6 - 12 months	1.05	0.8%	2.04	2.0%	1.89	2.0%
Over 12 months	2.30	1.9%	1.82	1.8%	2.31	2.4%
Total trade receivables	123.32	100.0%	101.05	100.0%	94.24	100.0%
Less: Allowance for doubtful accounts	(2.95)		(3.46)		(2.90)	
<b>Total trade receivables - net</b>	<b>120.37</b>		<b>97.59</b>		<b>91.34</b>	
Average collection period	20 days		18 days		18 days	

Because of the stringent debt management policy, the Company's average collection period increased by 2 days to become 20 days. In relation to ratios, over 56.8% of the trade receivables were not yet due and the account receivables overdue for more than 12 months, being on a downward trend from 2016 and 2015, equated to only 1.9%. The Company has adopted a policy to set aside an allowance for doubtful accounts for debtors unlikely to make repayments, based on consideration of collection record and debt aging. As of 31 July 2017, the Company recorded Baht 2.95 million as allowance for doubtful accounts.

As of 31 July 2017, the Company's inventories amounted to Baht 26.09 million, divided into medicines and medical supplies of Baht 22.51 million or 86.27% and other materials of Baht 3.58 million.

As of 31 July 2017, the Company had long-term deposits with financial institutions of Baht 169.20 million, on which interest rates ranged from 1.50 - 2.00% p.a.

As of 31 July 2017, the Company's land, buildings and equipment totaled Baht 524.01 million. The Company has constantly invested in medical equipment to boost its service capacity in support of future growth. In the financial year 2017, the value of its investments was Baht 70.10 million, and depreciation was Baht 88.24 million.

Financial Ratios	2017	2016	2015
Return on fixed assets (%)	54.03	62.33	56.68
Return on assets (%)	23.93	26.65	22.17

Return on fixed assets and return on assets for 2017 were 54.03% and 23.93%, increasing from the last year as a consequence of the land transferred in 2016 increasing the value of fixed assets.

## Liabilities

Details of liabilities as of 31 July 2017, 2016 and 2015 could be summarized as follows:

(Unit: Million Baht)

Description	2017	2016	2015
Trade and other payables	133.95	134.12	126.73
Doctor fee payables	67.97	63.36	53.62
Income tax payables	29.90	28.54	21.90
Provision for long-term employee benefits	53.80	46.28	40.14
Other liabilities	1.45	1.51	1.51
<b>Total liabilities</b>	<b>287.07</b>	<b>273.81</b>	<b>243.90</b>

As of 31 July 2017, the Company registered trade and other payables of Baht 133.95 million, decreasing from 2016 by Baht 0.17 million or 0.1%.

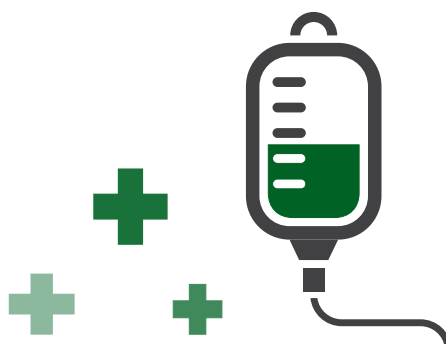
As of 31 July 2017, the Company's doctor fee payable amounted to Baht 67.97 million, increasing from 2016 by Baht 4.61 million or 7.3% in agreement with improving medical fee revenue.

As of 31 July 2017, the Company had income tax payables of Baht 29.90 million, higher than 2016 by Baht 1.36 million or 4.8% which was in line with the growth in net operating profits. Income tax rates for 2017 and 2016 were 20%.

As of 31 July 2017, the Company registered provision for long-term employee benefits of Baht 53.80 million, up from 2016 by Baht 7.52 million or 16.2%. The provision was in accordance with the Thai Accounting Standard 19 re Employee Benefits.

## Shareholders' Equity

Shareholders' equities of the Company as of 31 July 2017, 2016 and 2015 were Baht 1,320.49 million, 1,146.90 million and 973.97 million respectively, showing a steady growth driven by increasing comprehensive profits net of interim dividend payments.



## Liquidity

(Unit: Million Baht)

Description	2017	2016	2015
Cash flow from operating activities	379.72	382.91	279.61
Cash flow used in investing activities	(239.92)	(252.36)	(175.12)
Cash flow used in financing activities	(117.00)	(111.60)	(108.00)
Net increase (decrease) in cash and cash equivalents	22.80	18.95	(3.51)
Cash and cash equivalents as of 1 August	106.25	87.30	90.81
Cash and cash equivalents as of 31 July	129.05	106.25	87.30

The Company recorded cash and cash equivalents as of 31 July 2017 and 2016 of Baht 129.05 million and 106.25 million respectively. Details of cash inflows and outflows in 2017 are as follows:

- Net cash from operating activities totaled Baht 379.72 million, decreasing from 2016 by Baht 3.19 million.
- Net cash used in investing activities amounted to Baht 239.92 million, from cash spent on land and medical equipment of Baht 77.56 million. Long-term and short-term fixed deposit with some financial institutions in the amount of Baht 173.88 million. Cash inflow arose from interest income of Baht 10.01 million. Income from distributing some devices in the amount of Baht 1.51 million.
- Net cash used in financing activities totaled Baht 117.00 million from annual dividend payment.

## Financial Liquidity of the Company of each year is as follows:

Financial Ratio	2017	2016	2015
Liquidity ratio (time)	3.85	3.15	3.29
Average collection period (day)	20	18	18
Average inventory period (day)	7	8	9
Average payment period (day)	21	20	21

As of 31 July 2017 and 2016, the Company registered fairly high liquidity ratios of 3.85 and 3.15 times respectively, which well reflected its capacity to settle contractual obligations.

As of 31 July 2017 and 2016, the Company's average collection periods were exactly the same at 20 days and 18 days. Such relatively low ratio exhibited appropriate collection policy of the Company.

As of 31 July 2017 and 2016, the Company's average inventory periods were 7 and 8 days respectively, which indicated efficient inventory management.

As of 31 July 2017 and 2016, the Company recorded average payment periods of 21 and 20 days respectively, which demonstrated its debt settlement ability and boosted the confidence of contractual parties.

## Capital Structure

The Company has a solid capital structure, with the debt to equity ratios as of 31 July 2017 and 2016 being 0.22 and 0.24 times. However, the Company has maintained a rigid policy on financial structure management and control, while keeping an appropriate level of its financial ratios and liquidity.

## Contractual Obligations

As of 31 July 2017, the Company had a land lease obligation with the Thai Red Cross Society executed for construction of the Hospital buildings, expiry of which due in 2018. The Company is currently in the process of negotiating for renewal of the lease agreement and obligations in relation to service agreements. The Company's contractual obligations are as below:

(Unit: Million Baht)

Description	Payment Period		Total
	Within 1 Year	1 – 5 Years	
Obligations under land lease agreement	1.7	0.5	2.2
Obligations under service agreements	7.6	1.0	8.6

## Factors Affecting Future Operations

### Increasing Demand for Medical Care

The Company is confident that private hospital business shall continue to expand due to the rise in demand for medical care among domestic and foreign customers as a result of higher income per capita, need for quality medical care, growing number of elderly population, the launch of AEC in early 2015, as well as the country's positioning as the Medical Hub of Asia shall cause the number of hospital customers to increase.

### Advantageous Location

Located on Bangna-Trad Road and in close proximity to communities and industrial estates which are continually expanding, the Hospital has gained more customers. With largely middle-market customers, the Hospital adheres to its policy to deliver best medical care services with kindred hospitality at a reasonable price.

### Capacity Enhancement for Specialty Clinics

Nowadays, diseases have become more complex and meanwhile people can access more medical-related information. Striving to treat complex diseases and to meet higher demand for medical care, the Hospital has therefore boosted its capacity with teams of specialist doctors, state-of-the-art equipment along with experienced support staff. It has seen from the number of patient is increasing from the opening of new specialty clinic such as Brain and Neurology Center, Heart Center etc.



# CSR Activities

1

## Community Health Promotion

“Community Health Promotion Project” was held to provide primary health check-up from doctors and professional nurses to elderly in Saranjit Elderly Club located in Wachiradhammasatit 57 Alley, Bangkok.



2

## Blood Donation

Blood donation activity was held to help other people under the “Making merit through blood donation for appreciating the Royal grace and offering as the contribution to His Majesty King Bhumibol Adulyadej Project”. Any strong and healthy person can donate blood every 3 months or 4 times a year because “Giving has never ended”.







### Mobile Medical Unit Project

Thainakarin Hospital arranged a mobile medical unit to provide health check-up and treatment to people participating in Kathin Festival at Supsanplu Monastery located in Cha-om Sub-District, Kang Koi District, Saraburi Province, that has been performed continuously over 5 years.

### The 15th Sky Clinic

The “15th Sky Clinic” was held to provide primary health check-up on diabetes, bones and joints (without charges) to passengers at BTS Bangna Station.



### Kor Kai Nai Sai Mok Project

Kor Kai Nai Sai Mok Project was held at Ban Huai Hia Highland Community Learning Center located in Mae Kong Sub-District, Mae Sariang District, Mae Hong Son Province, to provide medical service and grant some money and donated objects obtained in the occasion of National Children's Day.



### Activity of Contract Company

Safety Day activity of Kao Industrial (Thailand) Company Limited was held to provide primary health check-up and health consulting from professional nurses.





# Internal Activities



## Condolences on the Death of King Bhumibol Adulyadej

Thainakarin Hospital, by executives, doctors, nurses, personnel and customers sent their condolences on the death of King Bhumibol Adulyadej on G Floor on 14<sup>th</sup> October 2016.



## “24 Years of Thainakarin.....The Hospital you can trust”

Thainakarin Hospital would like to be a part in promoting good health for health lovers by holding the following seminars in order to provide knowledge on diseases every Saturday during June 2017:

On Saturday 3<sup>rd</sup> June 2017, a seminar on “Chinese Traditional Medicine” moderated by Mookda Charoensettamaha, M.D. (Chern Wei Ling, M.D.), a Chinese Traditional Physician, with pulse diagnosis service and Chinese medicine testing.



On Saturday 10<sup>th</sup> June 2017, a seminar on “Happiness in the Elderly” moderated by Prawet Tantipiwattanasakul, M.D., a Psychiatrist of Thainakarin Hospital, with Bone Mineral Density service, demonstration of healthy food cooking by a nutritionist and exercise for elderly by a Physical Therapist.

On Saturday 17<sup>th</sup> June 2017, a seminar on “Cataract, Pterygium and Pinguecula” moderated by Kanittha Tantisirisombun, M.D., a skillful Ophthalmologist and the Head of Ophthalmology Department of Thainakarin Hospital, with knowledge on “Food for Eyesight” provided by Ms. Ratcharee Saengpuddee, a nutrition therapist, plus with retinal imaging service by Fundus Camera.



On Saturday 24<sup>th</sup> June 2017, a seminar on “Dementia Prevention” moderated by Kacha Reankwan, M.D., and Praweena Direkwattanachai, M.D., doctors with specialization on comprehensive neurology of Thainakarin Hospital, with knowledge on “Brain Food” provided by Ms. Thanaporn Udorn, a Nutrition Therapist plus with assessment on dementia screening performed by professional nurses.



“Thainakarin Insure Love Open House” No. 1 which executives and insurance agents of some leading insurance companies were invited to participate in this event with the lecture of Anchisa Wongchanayuth, M.D., a cardiovascular physician, on “Prevention and Treatment of Heart Disease” as well as enjoying lunch with doctors and executives of Thainakarin Hospital and visit the hospital’s centers such as Health Check-up Center, Comprehensive Neurology Center and Heart Center on 14<sup>th</sup> July 2017.



On 23<sup>rd</sup> July 2017, Thainakarin Hospital held a lecture on “Signs of Liver Disease” moderated by Prapimpan Ampansup, M.D., a Physician with specialization on Gastrointestinal System and Liver of Thainakarin Hospital in order to promote knowledge and understanding on prevention of liver disease as well as to provide primary health check-up and monitor infection and immune of Hepatitis B Virus.



## Thainakarin Hospital Map



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# 24th

## ANNIVERSARY

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