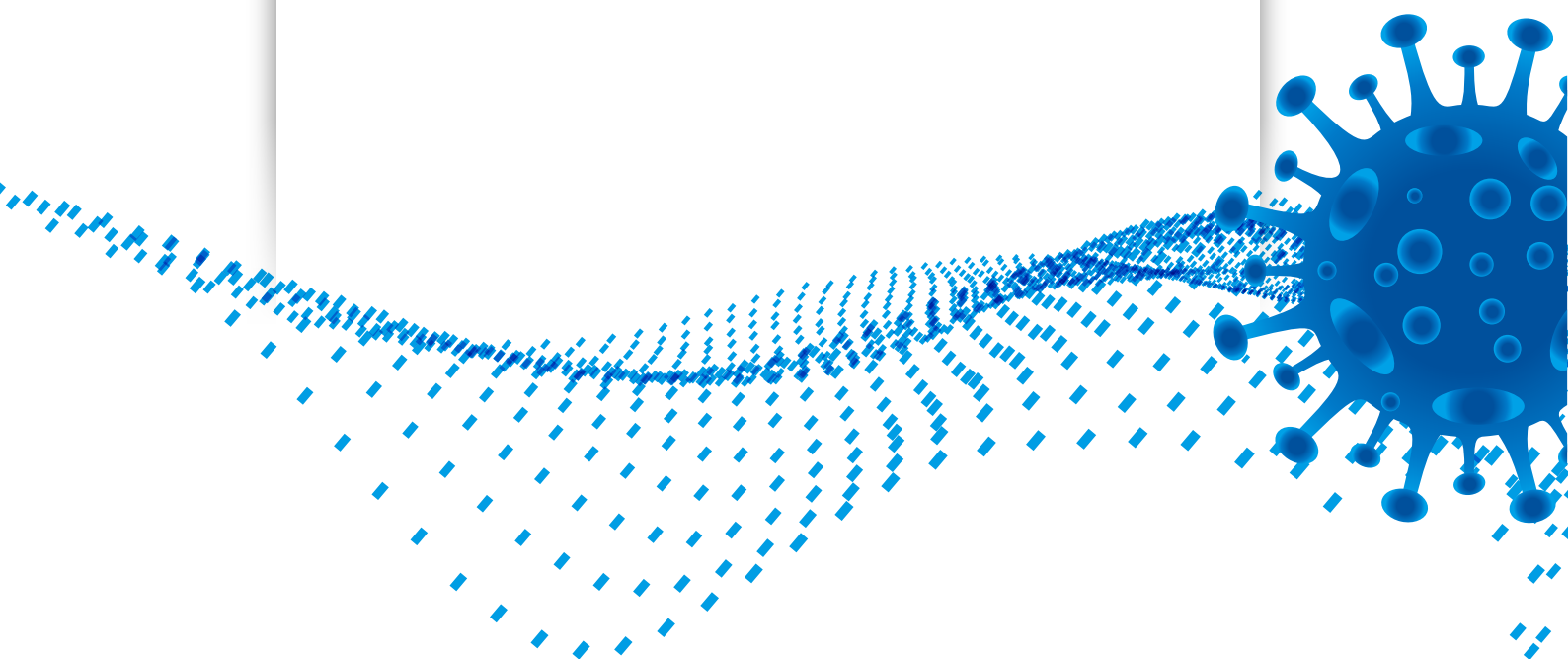




ANNUAL REPORT

2020



Srivichai Vejvivat Public Company Limited
www.vichaivej.com

Vichaivej International Hospital Omnoi

74/5 Phetkasem Road, Omnoi, Krathumbaen,
Samutsakhon 74130 Tel. (+662) 441 7899
Fax: (+662) 431 0940 , (+662) 431 0943 HOTLINE 1792



Vichaivej International Hospital Nongkhaem

456-456/8 Phetkasem Road, Nongkhangplu
NongKheam Bangkok 10160
Tel. (+662) 441 6999 Fax: (+662) 421 1784



Vichaivej International Hospital Samutsakhon

93/256 Sethakit1 Road, Tambon Tasai,
Amphur Muang , Samutsakhon 74000
Tel. (+6634) 410 700-6 Fax: (+6634) 410 710



Vichaivej Hospital Yaekfaichai

240/2-4 Charunsanitwong Road, Banchanghlor, Bangkoknoi,
Bangkok 10700 Tel: (+662) 412 0055-60
Fax: (+662) 412 7581-2



Srivichai Vocational School

74/5 Phetkasem Road, Omnoi, Krathumbaen,
Samutsakhon 74130 Tel. 1792 Ext. 1703 , 1704



Content

Vision Mission Core Value and Business Objective	2
Message from the Chairman	3
Board of Director	4
Executive Committee	13
Organization Chart	14
Report of the Executive Committee	15
Report of the Audit Committee	16
Report of the Nomination and Remuneration Committee	17
Report of the Corporate Governance Committee	18
Report of the Risk Management Committee	19
Report of the Working Group for Financial and Investment Planning	20
Policy and Business Overview	21
Nature of Business Operation	26
Operation Marketing and Competition	33
General and Other Important Information	37
Risk Factors	39
Shareholder	41
Dividend Policy	42
Shareholding and Management Structure	43
Corporate Governance	56
Corporate Social Responsibility and Sustainable development	74
Internal Control and Risk Management	89
Related Transactions	90
Financial Highlights	91
Management Discussion and Analysis	92
Report of the Board of Directors on the Financial Statements	96
Independent Auditor's Report	97
Financial Statement	101



Vision

"Vichaivej International Hospital Group is strongly determined to be the leading hospital that operates at international standard level by using modern technology and medical equipment, engaging teams of specialist physicians from every field, and upholding strict moral and ethical principles."

Mission

"We are firmly determined to provide medical care service that is based on holistic professional standards through use of quality tools and qualified staffs and by adopting a service recipient-centric approach in order to be sure that our service recipients receive utmost satisfaction."

Core Value

1. Working with systems based on good governance.
2. Customer focus
3. Support empowered decision-making.
4. Continuous development
5. Teamwork

Business Objective

Vichaivej International Hospital Group's operation focuses on providing superb quality services for patients and others who visit the hospital and on engaging specialized medical treatment combined with preventive measures under the slogan "V care V cure V can". Our objectives are as follows.

1. Develop the hospital group to become one of the leading private hospital groups that is equipped with treatment capability in every field of medicine, with emphasis on accident and Orthopedic care. The objective is to become a medical center for specific disease and eventually escalating into Tertiary Medical Care, involving development of necessary medical personnel and modern diagnostic and treatment facilities ready to administer complicated diseases.
2. Set high standards for quality and service and focus on being customer-centric with a genuine belief that "customers are highly valued individuals which every hospital personnel has to pay close attention and ensure that they receive proper medical treatment, health care, and various services available at the hospital in a proper manner and according to professional standards, which in all creates utmost satisfied experience for the customers."
3. Establish efficient organizational management process and proper human resources management system that give priority to every single employee, by enhancing the quality, skills, and knowledge of all level staff on a regular basis, meanwhile creating a culture that allows a free exchange of ideas and opinions in order to build a sense of ownership and strong commitment among the employees with the hospital.
4. Develop quality and management operations to be more systematic and consistent by connecting and fostering joint work between management and quality development teams that will enable us to set our goal of improving the quality of medical care and service. The ensuing focus is to reduce risks in terms of medication administration and medical records, complaints, nursing practice, etc. in order to establish patient safety goal and customer satisfaction.
5. Explore opportunities for business or product line expansion by increasing the number of specialty clinics and developing such clinics to serve as integrated specialized centers, to be in line with the company's mission to expand its customer base in the country and abroad.
6. Give priority and social responsibility attention to society and community where hospital is located by promoting safety and good hygiene as well as environment protection care on a regular basis.

Message from the Chairman

Vichaivej International Hospital Group generated good operating results of the first half of 2020. Once COVID-19 greatly spread in Thailand in April 2020, the Government announced the emergency decree as well as “Stay at Home” policy. Some businesses had to close down, and many businesses partially closed and their employees had to work from home. Similarly, the hospital has to ultimately prepare to protect all patients, medical teams and officers from infection in the hospital. Moreover, the hospital launched preventive measures for patients with aim to provide the best treatment based on medical standards.

The hospital prepared tools, renovated facilities, trained officers, and arranged screening points as to ensure safety in the hospital, and be ready to treat patients who travelled from abroad which resulted higher costs. While the global and Thai economies are weakening, purchasing power is shrinking which heavily affects all industries including hospitals. Some businesses have to close their operations.

However, the management of Vichaivej International Hospital Group has changed services to reach customers through Home Healthcare service by utilizing social media to communicate with customers. The service provides medical advices by physicians and deliver medication to patients’ houses. Furthermore, the Group has launched promotions that customers can receive services with cheaper price.

Operating results in 2020 might not be outstanding like the past years, but it was quite good comparing to peers. The Company’s BOD commits to steadily operate the business with full effort together with the growth of Thai society and global society.

We are proud to inform the shareholders that Srivichai Vejvivat Public Company Limited was evaluated by Thai Institute of Directors and the Stock Exchange of Thailand to be a listed company with excellent CG scoring. Moreover, the Company was certified to be under the Private Sector Collective Action Coalition Against Corruption. Last but not least, the Company was evaluated by Thai Shareholder Association to be the Company with excellent meeting arrangement with scores of 99%.



Assoc.Prof.Vichai Vanadurongwan,
M.D.,Ph.D.,FIMS
Chairman of the Board

Board of Director As at 31 December 2020



01
Assoc. Prof. Vichai
Vanadurongwan,
M.D., Ph.D., FIMS
Chairman of the Board



02
Asst. Prof. Saisunee
Vanadurongwan, M.D.
Vice President/
Chief Executive Officer



03
Virah Mavichak
Independent Director/
Director



04
Visut Montriwat
Independent Director/
Director



05
Surin Premamornkit
Independent Director/
Director



06
Prof. Pomtep Siriwanarangsun
,MD., MPH., PhD.
Independent Director/
Director



07
Pongsak Vathana, M.D.
Director



08
Vilawan Vanadurongvan
Director



09
Nopporn Tirawattanagool
Director



10
Tinnawat Mahatharadol
Director



11
Mongkon Wanitphakdeedecha,
M.D., M.Sc.
Director



12
Prut Rojmahamongkol
Director

Assoc. Prof. Vichai Vanadurongwan, M.D., Ph.D., FIMS

Age : 81 years

Position : Chairman of the Board of Director (Authorized Signatory) / Acting Director of Vichaivej International Omnoi Hospital

Education and Experience

- Honorary philosophical Doctor of Science (Sport Medicine), Mahidol University
- F.I.M.S., International federation of sport medicine
- Diploma of the Thai Medical Board (Orthopaedic Surgery), The Medical Council, Thailand
- Diploma of the Surgery, Faculty of Medicine Siriraj Hospital, Mahidol University
- Medical Doctor, University of Medicine
- Bachelor of Science (Chemistry - Physics), Chulalongkorn University
- Directors Certification Program (DCP), class of 30/2003, IOD
- Directors Accreditation Program (DAP), class of 89/2011, IOD
- Advanced Master of Management Program, AMM, class of 2, Graduate School of Public Administration, National Institute of Development Administration

Work Experience

- Assistant Secretary of the Ministry of Education
- Advisor to Ministry of Public Health Ministry of Thailand
- Advisor to the Minister Ministry of Labour
- Advisor to the Minister Ministry of Tourism and Sports
- Associate Professor 9, Surgeon (Orthopedic Specialist), Faculty of Medicine, Siriraj Hospital
- Director, College of Science and sports technology. Mahidol University
- Director of the Sports Authority of Thailand, The Prime Minister
- Vice President, Hospital Administration Association of Thailand
- Director, Mahidol University Council
- President of Thai Gymnastics Association
- Vice President Asian Federation of Sport Medicine (A.F.S.M)

Other Positions

Subsidiary Company

- Chairman of the Board of Director (Authorized Signatory), Saivichai Development Company Limited
- Chairman of the Board of Director (Authorized Signatory), Srisakorn Vejavitvat Company Limited

Listed Company

None

Other Company / Organizations / Institutions

- Director of Mahanakorn Maesod Company Limited
- The president of Srivichai Foundation and Srivichai Rescue.
- The President of Srivichai Savings Cooperative
- Vice President Asian Federation of Sport Medicine(AISM)
- Honorary Advisor of Office of Sports and Recreation Development, Ministry of Tourism and Sports of Thailand
- Advisor of Faculty of Medicine Siriraj Hospital
- Vice President, Hospital Administration Association of Thailand

Number year of services

9 years

Number of the shareholding includes spouses and dependents

1.51

Family Relation with Other Directors

The spouse of Asst Prof. Dr. Saisunee Vanadurongwan and Father in law of Mongkon Wanitphakdeedecha M.D.,M.Sc. and Prut Rojmahamongkol, Mr.

Dispute in the 5 Preceding Years

None

Directorship Qualifications according to Applicable laws and does not have prohibited Qualifications according to the announcement of the Capital Market Supervisory Board

Yes



Asst. Prof. Saisunee Vanadurongwan, M.D.

Age : 75 years

Position : Vice President (Authorized Signatory) / Chief Executive Officer /Nomination and Remuneration Committee



Education and Experience

- M.D. , Faculty of Medicine, Siriraj Hospital, Mahidol University, Thailand
- Higher certificate of clinical science in Pathology Siriraj Hospital
- Certificate of Executive Administration Project 31st Badge, Faculty of commerce and Accounting Thammasat University
- Certificate of the High Flyer 4th Badge Institute of Management and Psychology
- Certificate of Environmental Medicine, 3rd Badge Department of Medical Service, Ministry of publish Health
- Certificate of Sport Medicine, Society of Sport Medicine of Thailand
- Directors Certification Program, Class of110/2008, Thai Institute of Directors Association
- Certificate of Alternative Medicine in Chelation Therapy, Department for Development of Thai Traditional and Alternative Medicine, Ministry of Public Health
- Certificate "Cost-effectiveness for modern hospital management", 3rd edition, Faculty of Public Health, Mahidol University
- CEO CLUB 2016 : CEO Branding & CEO as a Brand Champion for Sustainability

Work Experience

- Honorary Committee of the Committee the Child Protection, Samut Sakhon Province
- Subcommittee of Health Promotion for Workers at the Provincial Level, Samut Sakhon Province
- Development Committee of Strategic combines the tuberculosis and AIDS, Ministry of Health.
- Medical Committee, Ministry of Laser and Social Affair
- Service Development committee of Public Services for Oversea Laser, Samut sakhon Province

Other Positions

Subsidiary Company

- Vice President (Authorized Signatory), Saivichai Development Company Limited
- Vice President (Authorized Signatory), Srisakom Vejavitvat Company Limited
- Director (Authorized Signatory), Bangkok Orthopedic Hospital Company Limited

Listed Company

None

Other Company / Organizations / Institutions

- Vice President of Srivichai hospital Foundation
- Advisory Committee of Internal Security Operations Command, Samut Sakhon Province
- Director of Public Health, The National Council of Women of Thailand
- Executive Committee of Public Health Service for Oversea Labor, Ministry of Public Health
- Advisory Committee of Public Health, The Federation of Samut Sakhon Province

Number year of services

9 years

Number of the shareholdingincludes spouses and dependents

1.51

Family Relation with Other Directors

The spouse of Associate Professor Vichai Vanadurongwan, M.D., Ph.D., FIMS and Mother in law of Mongkon Wanitphakdeedecha M.D.,M.Sc. and Prut Rojmahamongkol, Mr.

Dispute in the 5 Preceding Years

None

Directorship Qualifications according to Applicable laws and does not have prohibited Qualifications according to the announcement of the Capital Market Supervisory Board

Yes

Virah Mavichak

Age : 77 Years

Position : Independent Director / Chairman of the Nomination and Remuneration Committee



Education and Experience

- Honorary Degree of Doctor of Science in Engineering, Dhurakij Pundit University
- Master's degree in chemical engineering, The University of Texas at Austin, USA
- Bachelor of Engineering, Chulalongkorn University.
- Directors Certification Program (DCP), Class of 26/2003, IOD.
- Audit Committee Program (ACP), Class of 7/2005, IOD.
- Role of the Chairman Program (RCP), Class of 17/2007, IOD.
- Finance for Non-Finance Directors (FND), Class of 23/2005, IOD.

Working Experience

- Distinguished scholar in Faculty of Engineering, Chulalongkorn University.
- The former President of the Council of Engineers
- Director General, Department of Industrial Works Ministry of Industry
- The former members of the Senator of Thailand
- Audit Committee and independent directors, TPT Petrochemicals PCL
- The President and independent directors, TPT Petrochemicals PCL
- Director of Refine Tech Co., Ltd.
- Independent Director of B.S. Metal Co., Ltd.

Other Position

Subsidiary Company

None

Listed Company

- Chairman of the Board of Director (Independent director), Global Connections PCL

Other Company / Organizations / Institutions

None

Number year of services

9 years

Number of the shareholding includes spouses and dependents

None

Family Relation with Other Directors

None

Dispute in the 5 Preceding Years

None

Directorship Qualifications according to Applicable laws and does not have prohibited Qualifications according to the announcement of the Capital Market Supervisory Board

Yes

Visut Montriwat

Age : 75 Years

Position : Independent directors /Chairman of the Audit Committee / Nomination and Remuneration Committee / Chairman of the Corporate Governance Committee



Education and Experience

- M.B.A, Northern Illinois University
- Bachelor of Commerce, Chulalongkorn University
- National Defense College, Class 38
- Director Certification Program (DCP), class of 77/2006 IOD.
- Audit Committee Program (ACP), class of 15/2006 IOD.
- Role of the Compensation Committee (RCC), class of 2/2007 IOD.
- Monitoring the System of Internal Control and Risk Management (MIR), class of 1/2007 IOD.
- Monitoring the Quality of Financial Reporting (MFR) class of 7/2009, IOD.
- Corporate Fraud, IOD.

Working Experience

- Director of Credit Division, The Comptroller General's Department
- Director of State Enterprise Division, The Comptroller General's Department
- Public Debt Specialist, The Comptroller General's Department
- Deputy Comptroller-General, The Comptroller General's Department
- Deputy Director-General, The Treasury Department
- Deputy Director-General, The Excise Department
- Inspector-General, Ministry of Finance
- Deputy Permanent Secretary, Ministry of Finance
- Director-General, The Treasury Department

Other Position

Subsidiary Company

None

Listed Company

- Independent Director, Audit Committee, Chairman of the Remuneration Committee of Bangkok Aviation Fuel Services PCL (Thailand).

Other Company / Organizations / Institutions

- Director of Aviation Fuel Co. Ltd. Thailand.
- Director of INET REIT MANAGEMENT CO., LTD.

Number year of services

9 years

Number of the shareholding includes spouses and dependents

None

Family Relation with Other Directors

None

Dispute in the 5 Preceding Years

None

Directorship Qualifications according to Applicable laws and does not have prohibited Qualifications according to the announcement of the Capital Market Supervisory Board

Yes

Surin Premamornkit

Age : 72 years

Position : Independent directors / Audit Committee /
Nomination and Remuneration Committee

Education and Experience

- B.A. (Economics in Finance and Banking), Thammasat University
- Directors Accreditation Program (DAP), class of 59/2006, IOD
- Directors Certification Program (DCP), class of 147/2011, IOD
- Audit Committee Program (ACP), class of 39/2012, IOD
- Risk Management Program (RMP), class of 5/2014, IOD
- Role of the Compensation Committee (RCC), class of 14/2012, IOD
- Advance Audit Committee Program (AACCP), class of 31/2018, IOD
- Finance Executive 8 (FINEX 8), Thai Institute of Banking and Finance Association
- Syndicated Loans, The Euro money Institute, Hong Kong
- Bourse Game Asia, Singapore.

Working Experience

- Senior Executive Vice President, Bankthai Public Co.,Ltd.
- Director, BT Security Co.,Ltd.
- Director, BT Business Consulting Co.,Ltd.
- Director, BT Asset Management Co.,Ltd.
- Director, BT Insurance Co.,Ltd.
- Director, KTT Leasing Co.,Ltd

Other Position

Subsidiary Company

None

Listed Company

- Independent Director and Audit Director, Chukai PCL

Other Company / Organizations / Institutions

- Director, Thai-Nichi Ventures Co.,Ltd.

Number year of services

9 years

Number of the shareholding includes spouses and dependents

None

Family Relation with Other Directors

None

Dispute in the 5 Preceding Years

None

Directorship Qualifications according to Applicable laws and does not have prohibited Qualifications according to the announcement of the Capital Market Supervisory Board

Yes



Porntep Siriwanarangsun MD., MPH., Ph.D

Age : 65 years

Position : Independent directors / Audit Committee

Education and Experience

- M.D., Chiang Mai University, Chiang Mai, Thailand
- M.P.H., Mahidol University, Bangkok, Thailand
- Certificate of Epidemiology, Medical Council, Thailand
- Ph.D (Health Planning and Financing), University of London, U.K.
- Certificate of the Community Mental Health Programs, The Medical Council
- Diploma, National Defence
- Directors Certification Program, class of 212/2015, IOD
- Financial Statement for Directors Class of 28/2015, IOD
- Risk Management Program for Corporate Leaders Class of 16/2019

Working Experience

- Director-General, Department of Health
- Director-General, Department of Disease Control
- Deputy Permanent Secretary
- Inspector General, Ministry of Public Health
- Senior Medical Advisor Public Health, Office of the Permanent Secretary, Ministry of Public Health
- Deputy Director – General, Department of Mental Health, Ministry of Public Health
- Director, Bureau of Health Policy and Planning, Office of the Permanent Secretary, Ministry of Public Health
- Provincial Chief Medical Officer, Satun Province
- Director, Wangthong Hospital, Phitsanulok Province
- Audit Committee, The Provincial waterworks authority

Other Position

Subsidiary Company

None

Listed Company

None

Other Company / Organizations / Institutions

- Advisor to the Director of the Dental Unit in the Royal Majesty.
- Bangkok Councils Members / Chairman of the Board of Health.
- Director of the Provincial Waterworks Authority
- Executive Director of the Institute of Nuclear Technology
- The Board of Directors of the second plans of the Department of Health.
- Member of the Medical Board, Office Fund, Social Security Office.
- Subcommittee of Risk Management and Corporate Governance Metropolitan Electricity Authority

Number year of services

5 years

Number of the shareholding includes spouses and dependents

None

Family Relation with Other Directors

None

Dispute in the 5 Preceding Years

None

Directorship Qualifications according to Applicable laws and does not have prohibited Qualifications according to the announcement of the Capital Market Supervisory Board

Yes



Pongsak Vathana, M.D.

Age : 81 years

Position : Director (Authorized Signatory) / Vice Chief Executive Officer



Education and Experience

- The Medical Council of Thailand Certified Orthopedic Surgeon
- Diploma of American Board of Orthopedic Surgery
- Doctor of Medicine, Faculty of Medicine, Siriraj Hospital, Mahidol University
- Directors Certification Program, class of 30/2003, IOD
- How to develop a Risk Management Plan (HRP), class of 4/2013, IOD

Work Experience

- President of Orthopaedic Foundation under the Royal Patronage HRH Princess Maha Chakri Sirindhorn, Lerdsin Hospital
- President of the Orthopaedic Surgeon Club of Thailand
- President of Thailand Orthopaedic Association
- President of the Royal College of Orthopaedic Surgeons of Thailand
- Director of the Orthopaedic Institute, Lerdsin Hospital
- Director of Lerdsin Hospital
- First Vice President of the Medical Council of Thailand
- Editor of Journal of ASEAN Orthopaedic association
- Director of the Assessment Committee for Medical of Office of the Civil Service Commission

Other Positions

Subsidiary Company

- Chairman of the Board of Director (Authorized Signatory), Srivichai Vocational School Company Limited

Listed Company

None

Other Company / Organizations / Institutions

- Advisor of Department of Medical Services
- Advisor of Lerdsin Hospital

Number year of services

9 years

Number of the shareholding includes spouses and dependents

0.38

Family Relation with Other Directors

None

Dispute in the 5 Preceding Years

None

Directorship Qualifications according to Applicable laws and does not have prohibited Qualifications according to the announcement of the Capital Market Supervisory Board

Yes



Vilawan Vanadurongvan

Age : 73 years

Position : Director / Vice Chief Executive Officer / Chairman of Risk Management Committee /
Chairman of the Working Group for Financial and Investment Planning /
Nomination and Remuneration Committee

Education and Experience

- Bachelor of Faculty of Commerce and Accountancy, Chulalongkorn University
- Directors Accreditation Program, Class 84/2010 the Thai Institute of Directors Association (IOD)
- Risk Management Committee Program, the Thai Institute of Directors Association (IOD)

Working Experience

- Information and Communication Technology, Financial sector
- Information and Communication Technology, DIGITAL MEDIA and E-BUSINESS
- Improved workflow "Process Improvement"

Other Position

Subsidiary Company

- Director, Saivichai Development Company Limited

Listed Company

None

Other Company / Organizations / Institutions

- Vice president of Ratanarajasuda Information Technology Award Foundation

- Committee, Information Technology center of Thai Red Cross Society

- Honorary Director of the Executive Committee, Faculty of Medicine, Chulalongkorn University

Number year of services

8 years

Number of the shareholding includes spouses and dependents

None

Family Relation with Other Directors

Sister of Asso.Prof. Vichai Vanadurongvan, M.D., Ph.D., FIMS

Dispute in the 5 Preceding Years

None

Directorship Qualifications according to Applicable laws and does not have prohibited Qualifications according to the announcement of the Capital Market Supervisory Board

Yes

Nopporn Tirawattanagool

Age : 67 years

Position : Director / Working Group for Financial and Investment Planning Committee



Education and Experience

- Master of Accounting, Faculty of Commerce and Accountancy, Thammasat University
- Bachelor of Business Administration (in Accounting), Thammasat University
- Director Accreditation Program (DAP) class of 5/2003, IOD
- Role of the Compensation Committee (RCC) class of 8/2009, IOD
- Audit Committee Program (ACP) class of 31/2010, IOD
- Director Certification Program (DCP) class of 135/2010, IOD
- Financial Institutions Governance Program (FGP) class of 2/2011, IOD
- Anti-Corruption for Executive Program (ACEP) class of 7/2013, IOD
- Risk Management Program for Corporate Leaders (RCL) class of 1/2015, IOD
- National Director Conference 2018 "Rising above Disruption: A Call for Action" 2018, IOD
- Future customer experience in financial and banking service 2018
- National Director Conference 2017 "Steering Governance in a Changing World", IOD
- Training on International Financial Reporting Standard 9 (IFRS 9), PwC Thailand, Year 2016
- CG Forum 2/2016 "Honest, Cautious, Protective for the director", Year 2016
- Seminar on "Cyber Security Awareness Training for Senior Executive", Year 2016
- Strategic IT Governance (for non-IT), Year 2017
- IT Security Trend Update, 2017
- Seminar On Cyber Resilience, 2019
- Bangkok Sustainable Banking Forum, 2019 "An Industry Wake-up call"
- Agile Leadership for Board Director, 2019
- ESG Sustainable and Banking Development, including response To the Covid - 19 Situation 2020
- Cyber Resilience Leadership : "Tone from the Top" 2020

Working Experience

- Director (Authorized Signatory), Bank of Ayudhya PCL
- Executive Committee Member, Bank of Ayudhya PCL
- Head of Human Resources, Bank of Ayudhya PCL
- First Executive Vice President, Bank of Ayudhya PCL
- Secretary to the Executive Committee, Bank of Ayudhya PCL

Other Position

Subsidiary Company

None

Listed Company

- Director (Authorized Signatory) Risk and Compliance Committee Member, Nomination and Remuneration Committee Member of Bank of Ayudhya PCL
- Director, Director of Nomination and Remuneration Committee, Siam City Cement PCL
- Director Nomination and Remuneration Committee Member, Allianz Ayudhya Capital PCL
- Director, Grand Canal Land PCL

Other Company / Organizations / Institutions

- Director (Authorized Signatory) BBTB asset management co. ltd
- Director (Authorized Signatory) CKS Holding Co., Ltd.
- Director (Authorized Signatory) Super Assets Co., Ltd.
- Director (Authorized Signatory) C.K.R Co., Ltd.
- Director (Authorized Signatory) The Bangkok Lighters Co., Ltd.
- Director (Authorized Signatory) The Thai Tapioca Flour Produce Co., Ltd.
- Director (Authorized Signatory) Cyber Venture Co., Ltd.
- Director (Authorized Signatory) Khao Kheow Country Club Co., Ltd.
- Director (Authorized Signatory) Siam Purimongkol Co., Ltd.
- Director (Authorized Signatory) Grand Fortune Co., Ltd.
- Director Bangkok Broadcasting & TV Co., Ltd.
- Director (Authorized Signatory) BBTB Satelvision Co., Ltd.
- Director (Authorized Signatory) Mahakij Holdings Co., Ltd.
- Director (Authorized Signatory) BBTB Production Co., Ltd.
- Director (Authorized Signatory) BBTB Alliance Ltd.
- Director (Authorized Signatory) BBTB Bond Street Building Ltd.
- Director (Authorized Signatory) ITBC Business Consultant Group Co., Ltd.
- Director (Authorized Signatory) Exclusive Senior Care International Co., Ltd.
- Director (Authorized Signatory) BBTB International Holding Company
- Director (Authorized Signatory) Sunrise Equity Co., Ltd.
- Director (Authorized Signatory) BBTB Equity Co., Ltd.
- Director (Authorized Signatory) Krungsri Foundation

Number year of services

6 years

Number of the shareholding includes spouses and dependents

None

Family Relation with Other Directors

None

Dispute in the 5 Preceding Years

None

Directorship Qualifications according to Applicable laws and does not have prohibited Qualifications according to the announcement of the Capital Market Supervisory Board

Yes

Tinnawat Mahatharadol

Age : 62 years

Position : Director / Working Group for Financial and Investment Planning Committee



Education and Experience

- Master of Business Administration, Ball State University, USA
- Bachelor of Law, Thammasat University
- Directors Certification Program, Class of 205, Thai Institute Directors Association.
- Risk Management Committee Program (RMP), Class of 6/2015, IOD

Working Experience

- Director, Ayudhya Capital Lease Co.,Ltd.
- Executive Committee Member, Bank of Ayudhya PCL
- Chief Financial Officer, Bank of Ayudhya PCL
- Head of treasury, Bank of Ayudhya PCL
- Director, Krungsriayudhya Card Co., Ltd.

Other Position

Subsidiary Company

None

Listed Company

- Executive Director of Eastern Star Real Estate PCL

Other Company / Organizations / Institutions

- Managing Director, Mahatharadol Co., Ltd.
- Director of Sunrise Equity Co., Ltd.

- Director of BBTV Equity Co., Ltd.
- Director of Rattanak Co., Ltd.
- Director of Siam City Cement Vietnam Co Ltd
- Director of villa Deva Resort & Hotel Co.,Ltd
- Director of Nara 12 Co.,Ltd
- Director of The Thai Tapioca Flour Produce Co., Ltd.
- Director of C.K.R Co., Ltd.
- Director of The Bangkok Lighters Co., Ltd.
- Director of Cyber Venture Co., Ltd.
- Director of Exclusive Senior Care International Co., Ltd.

Number year of services

6 years

Number of the shareholding includes spouses and dependents

None

Family Relation with Other Directors

None

Dispute in the 5 Preceding Years

None

Directorship Qualifications according to Applicable laws and does not have prohibited Qualifications according to the announcement of the Capital Market Supervisory Board

Yes

Mongkon Wanitphakdeedecha M.D.,M.Sc.

Age : 49 years

Position : Director (Authorized Signatory) / Vice Chief Executive Officer / Working Group for Financial and Investment Planning/ Nomination and Remuneration Committee /Director of Vichaivej International Hospital Samutsakhon / Managing Director of Vichaivej International Hospital Omnoi



Education and Experience

- M.D., Chulalongkorn University, 1994
- Diploma of General Surgery, Medical Council
- Master of Science (Technology Management),Thammasat University
- Thai Board of Family Medicine
- Certificated Fellowship of Anti-Aging Medicine, the American Academy of Anti-Aging Medicine
- Certificate in Occupational Medicine, Class of 19, Department of Medical Sciences
- Directors Certification Program, Class of 52, Thai Institute of Directors Association
- Role of the Compensation Committee (RCC), Class of 14, Thai Institute of Directors Association
- Certificate of good governance, medical. Executive Class 3 the King Prajadhipok and Medical Council of Thailand
- Metropolitan Administrator Training Course (MATC), Institute of Metropolitan Development, Navamindradhiraj University

Working Experience

- General Practitioner, Department of Surgery,Bangkok Metropolitan General Hospital
- Resident, Department of Surgery, Chulalongkorn Hospital

Other Position

Subsidiary Company

- Director (Authorized Signatory), Srisakom Vejavit Company Limited
- Director (Authorized Signatory), Bangkok Orthopedic Hospital Company Limited

Listed Company

None

Other Company / Organizations / Institutions

None

Number year of services

8 years

Number of the shareholding includes spouses and dependents

14.46

Family Relation with Other Directors

Son in law of Associate Professor Vichai Vanadurongwan MD., Ph.D. FIMS and Assistant Prof. Dr. Saisunee Vanvdurongwan

Dispute in the 5 Preceding Years

None

Directorship Qualifications according to Applicable laws and does not have prohibited Qualifications according to the announcement of the Capital Market Supervisory Board

Yes

Prut Rojmahamongkol

Age : 50 years

Position : Director / Executive Director / Working Group for Financial and Investment Planning / Director of Information Technology of Vichaivej Hospital Group
Deputy Director of Accounting and Finance of Vichaivej International Hospital Samutsakhon



Education and Experience

- Bachelor of Architecture, Chulalongkorn University
- Master Certificate Strategic Organizational Leadership and Management Michigan State University, USA
- M.Sc. Faculty of Information and Communication Information Technology Assumption University
- Director Certification Program class of 135, Thai Institute of Directors Association
- Financial Statement for Director class of 7, Thai Institute of Directors Association
- Urban Leader Training Course (ULTC), Class of 3/2018, Navamin dradhiraj University

Working Experience

- Director of Information Technology, Vichaivej International Hospital Group
- Chairman of the Construction Management, Vichaivej International Hospital Group
- Deputy Director of the Procurement, Vichaivej International Hospital Group
- Deputy Director of the premises, Vichaivej International Hospital Samutsakhon
- Acting Deputy Director of Finance and Accounting, Vichaivej International Hospital Samutsakhon
- Deputy Director of Quality and Technology, Vichaivej International Hospital Samutsakhon
- Director of Saivichai Development Co.,Ltd.
- Assistant deputy of Operations Project, Noble Development Public Company Limited (Thailand)
- Architect, plan consultants co. ltd

Other Position

Subsidiary Company

- Director (Authorized Signatory), Srisakom Vejavit Company Limited
- Director (Authorized Signatory), Bangkok Orthopedic Hospital Company Limited
- Director (Authorized Signatory) Srivichai Vocational School company Limited

Listed Company

None

Other Company / Organizations / Institutions

None

Number year of services

4 years

Number of the shareholding includes spouses and dependents

14.46

Family Relation with Other Directors

Son in law of Associate Professor Vichai Vanadurongwan, M.D., Ph.D., FIMS and Assistant Prof. Dr.Saisunee Vanadurongwan

Dispute in the 5 Preceding Years

None

Directorship Qualifications according to Applicable laws and does not have prohibited Qualifications according to the announcement of the Capital Market Supervisory Board

Yes

Executive Committee

As at 31 December 2020



1 Asst. Prof. Saisunee Vanadurongwan,
M.D.
Chairman



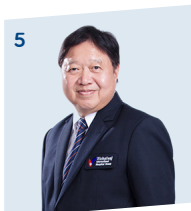
2 Pongsak Vathana, M.D.
Member of the Executive
Committee



3 Mongkon Wanitphakdeedecha
M.D., M.Sc.
Member of the Executive
Committee



4 Vilawan Vanadurongvan
Member of the Executive
Committee



5 Sakda Tangchitwatanakorn, Ph.D.
Member of the Executive
Committee



6 Prof. Saranate Waikakul, M.D.
Member of the Executive
Committee



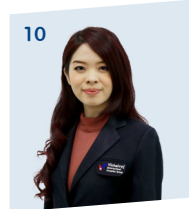
7 Sunee Thirakaroonwongse, M.D.
Member of the Executive
Committee



8 Vatchara Cheupraknam, M.D.
Member of the Executive
Committee



9 Prut Rojmahamongkol
Member of the Executive
Committee



10 Pacharapan Vanadurongwan
Member of the Executive
Committee



11 Komrit Kavinakarathiti
Member of the Executive
Committee



12 Teerawan Vanadurongwan,
B.Sc., PG.Cert., Ph.D.
Member of the Executive Committee



13 Phannee Kannee
Member of the Executive
Committee



14 Sunee Joychumras
Member of the Executive
Committee

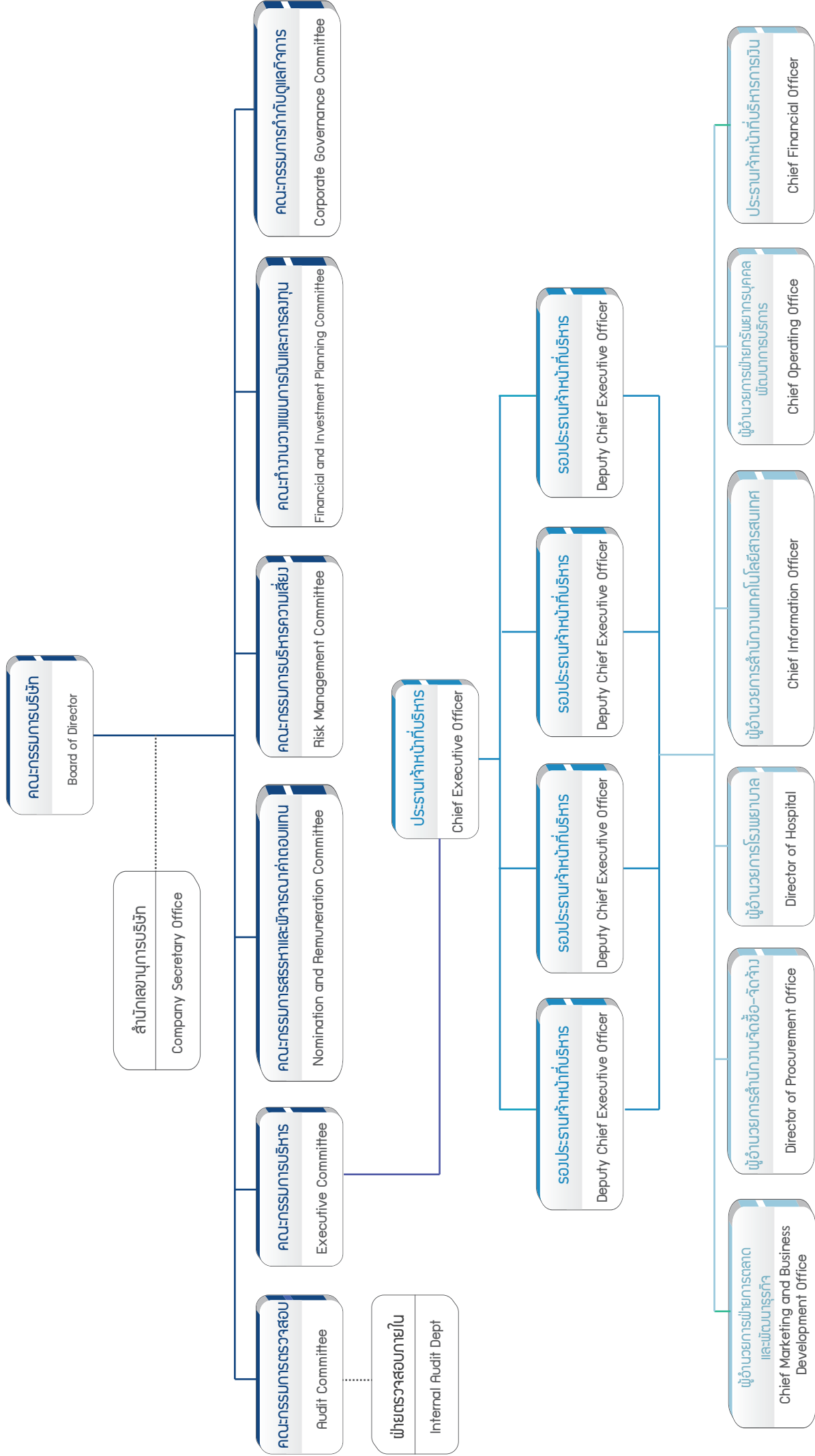


15 Kwanyuen Suksomphoj
Member of the Executive
Committee



16 Asst. Prof. Rachada Fongtanakit, Ph.D.
Member of the Executive
Committee / Secretary

Organization Chart as at December 31, 2020



Report of the Executive Committee

Dear Shareholders of Srivichai Vejvivat Public Company Limited,

The Board of Directors of Srivichai Vejvivat Public Company Limited had appointed the Executive Committee to ensure that management and business operation of Srivichai Vejvivat Public Company Limited and its subsidiaries progress in the right direction and consistent with the current economic situations.

Structure of the Executive Committee

The lists of the Executive Committee as at December, 31 2020 as follows:

1. Asst. Prof. Saisunee Vanadurongwan, M.D.
Chairman of the Executive Committee
2. Pongsak Vathana, M.D.
Member of the Executive Committee
3. Mongkon Wanitphakdeedecha M.D.,MSc.
Member of the Executive Committee
4. Vilawan Vanadurongvan
Member of the Executive Committee
5. Sakda Tangchitwatanakorn, Ph.D.
Member of the Executive Committee
6. Prof. Saranate Waikakul, M.D.
Member of the Executive Committee
7. Sunee Thirakaronwongse, M.D.
Member of the Executive Committee
8. Vatchara Cheupraknam, M.D.
Member of the Executive Committee
9. Prut Rojmahamongkol
Member of the Executive Committee
10. Pacharapan Vanadurongwan
Member of the Executive Committee
11. Komrit Kavinakarathiti
Member of the Executive Committee
12. Teerawan Vanadurongwan,
B.Sc., PG.Cert.,Ph.D.
Member of the Executive Committee
13. Phannee Kannee
Member of the Executive Committee
14. Sunee Joychumras
Member of the Executive Committee
15. Kwanyuen Suksomphoj
Member of the Executive Committee
16. Asst. Prof. Rachada Fongtanakit, Ph.D.
Member of the Executive Committee / Secretary

In 2020, the Executive Committee were arranging 19 meetings to consider the important matter. The result of meeting was reporting with solves to solution and recommendations to the Board of Directors for correct and appropriate which can be summarized as follows.

1. Consider and recommend about strategy, management of the business operation of the Company and subsidiaries, consider the appropriate of the business plan, annual budget and responsible for management of the company according with the policy and goals. The results of operations are followed up on a month and giving suggestions that are beneficial to the management of the organization.

2. Planning for increase revenue, consider guidelines for the management of the Company and subsidiaries to achieve goals under obstacles from the economy and the spread of the coronavirus (COVID-19).

3. Planning to reduce the expenses from the spread of the coronavirus (COVID-19) which affected decrease in clients. The hospital arranged ARI clinic (Acute Respiratory Infection Clinic) for a ARI patients and screen the infection of the coronavirus (COVID-19) outside a building of the hospital. Issuing measures for employees to perform, including insurance coverage for COVID-19 disease for all employees.

4. Consider and recommend the large investment projects of the company and subsidiaries to create potential investment and to achieve sustainable and efficient proposing to the Board of Directors for consideration.

The Executive Committee is committed to performing its duties by honest, prudent, and ready to develop the business to the fullest potential. The committee carried out its duties by taking into consideration the maximum benefit for the Company, shareholders and all stakeholders, including ensuring that the Company have a legal operating system and ethics in accordance with good corporate governance principles in order to build confidence in the performance and regulation of the organization's management to be efficient and further sustainable.



(Asst. Prof. Saisunee Vanadurongwan, M.D.)
Chairman of the Executive Committee
Srivichai Vejvivat Public Company Limited

Report of the Audit Committee

Dear Shareholders of Srivichai Vejvivat Public Company Limited,

The Audit Committee was appointed by the Board of Directors and comprises of 3 independent directors who are qualified according to the requirements of the Stock Exchange of Thailand and well accomplished in finance, accounting and management. The Audit Committee of Srivichai Vejvivat Public Company Limited consists of 3 independent directors as follows

1. Visut Montriwat
Chairman of the Audit Committee
2. Surin Premamornkit
Member of the Audit Committee
3. Porntep Siriwanarangsun, MD., MPH., Ph.D
Member of the Audit Committee

For 2020, the Audit Committee has performed its duties as prescribed carefully and independently. The Audit Committee held 12 meetings, with discussions with internal auditors and external auditors on relevant issues, those major activities can be summarized as follows:

1. Reviewed the quarterly and annual financial statements as well as the consolidated statements of the Company and its subsidiaries in collaborations with the appointed Auditor, prior to submission for the due consideration of the Board of Directors. The Audit Committee is in the opinion that the above financial statements are complete, accurate, credible, timely changes that effect on the financial statement, Financial reporting standards, Accounting Practices and disclosed all relevant information adequately.

2. Considered and approved the internal audit plans
The Audit Committee has considered the assessment form
The sufficiency of the internal control system stipulated by the SEC, which the opinion of the Audit Committee that the company has an adequate, appropriate and effective internal control system.

3. Reviewed and verify the compliances with all relevant laws and regulations relating to the Company's business and operations in accordance with the Securities and

Exchanges Acts, as well as Regulations of the Stocks Exchange of Thailand and other relevant acts to ensure that there is no incident or nonconformance that may affect the good will and financial status of the company.

4. Review and follow the company, comply with the law on securities and exchange, regulations of the Stock Exchange of Thailand and / or laws related to the business of the company. In order to prevent damages in the form of penalties, warnings and company reputation and other related laws, there is no problem or defect that will affect the reputation and financial position of the company.

5. Considered connected or potential conflict of interest transactions. The Audit Committee viewed that all those transactions are properly disclosed in line with the Company's normal business and transparency requirements.

6. Report the performance of the Audit Committee each year to the Board of Directors for acknowledgment. The Audit Committee has performed all duties as specified in the Audit Committee Charter.

7. Considered, selected and nominated the Company's independent auditor, present to the Board of Directors and approval from the shareholders' meeting. The opinion of the Audit Committee has selected auditors that the EY Office Company Limited performed the audit independently, expertise in auditing financial statements and get a good cooperation which resulted in the confidence in the financial reports that were beneficial to the audit committee.

The Audit Committee has performed its duties carefully and independently in accordance with the responsibilities assigned by the Board of Directors, and in compliance with the Charters of Independent Directors to ensure adequate and effective internal control for the benefits of the shareholders and all the stakeholders.



(Visut Montriwat)

Chairman of the Audit Committee
Srivichai Vejvivat Public Company Limited

Report of the Nomination and Remuneration Committee

Dear Shareholders of Srivichai Vejvivat Public Company Limited,

The Board of Directors of Srivichai Vejvivat Public Company Limited had appointed the Nomination and Remuneration Committee (NRC) in accordance with the guideline on good corporate governance of listed companies. The Committee shall consist of members with abilities, experiences, knowledgeable on qualifications, duties, responsibilities, including understanding good governance of public companies framework as well willingness to dedicate oneself in the realization of the objectives of the Committee. The list of the members for the year 2020 are as follows:

1. Virah Mavichak
Chairman of the Nomination and
Remuneration Committee (Independent Director)
2. Surin Premamornkit
Member of the Nomination and
Remuneration Committee (Independent Director)
3. Visut Montriwat
Member of the Nomination and
Remuneration Committee (Independent Director)
4. Asst. Prof. Saisunee Vanadurongwan, M.D.
Member of the Nomination and
Remuneration Committee
5. Vilawan Vanadurungvan
Member of the Nomination and
Remuneration Committee
6. Mongkon Wanitphakdeedecha, M.D., M.Sc.
Member of the Nomination and
Remuneration Committee

In 2020, the Nomination and Remuneration Committee had completed the scope of work based on the implementation framework set forth. The key points of the meeting are as follows:

1. Identify, verify and selection persons who are qualified to an Independent Director, a Director of the Company, by consider and nominate persons with suitable qualification in according with The Securities and Exchange Commission and the Stock Exchange of Thailand to the Board of Directors and the Annual General Meeting in the event that a such position is vacant or the term of office has ended.

2. Consider the remuneration, in monetary or otherwise including meeting attendance fee, salary, bonuses, shares and other related benefits for the Board of Directors and other committee members by benchmarking the job scopes, responsibilities, achievements with comparable business in similar industries, for the considerations of the Board of Directors for reviews and approvals.

3. Consider and nominate persons with suitable qualifications to be directors of subsidiaries. And consider nominating qualified directors to be sub-committees to propose to the Board of Directors for appointment as appropriate

The Nomination and Remuneration Committee mainly carried out assigned duties carefully, prudently, transparently, equitably, and straightforwardly, according to the Good Corporate Governance principles for the maximum benefit of shareholders, investors, and stakeholders.

(Virah Mavichak)

Chairman of Nomination and
Remuneration Committee
Srivichai Vejvivat Public Company Limited

Report of the Corporate Governance Committee

Dear Shareholders of Srivichai Vejvivat Public Company Limited,

Business operation in according with good corporate governance principles and business ethics that it is one of the important matters to do with strictly. Because important factor that will enable the organization to achieve sustainable succeed in the future. The company to operate in accordance with good corporate governance principles and develop a corporate governance system for good governance and efficiency

The Corporate Governance Committee which involved 5 directors as follows:

1. Visut Montriwat
Chairman of the Corporate Governance Committee
2. Rachada Fongtanakit, Ph.D.
Member of the Corporate Governance Committee
3. Nichapha Rueanthongdi
Member of the Corporate Governance Committee
4. Kalayanee Kalhasute
Member of the Corporate
5. Chinapat Upaijit
Member of the Corporate Governance Committee

1. The Committee has considered the appointment of a new director because a former director has resigned. The Committee has qualified with suitable qualification for responsible and comply with the anti-corruption policy.

2. The committee supports the participation in the anti-corruption coalition project of the director to study and understand the rules, regulations and rules related to the Coalition action against Corruption.

3. The Committee reviews guidelines and Anti-Corruption Policy for appropriate, correct, and complete manner in according to the anti-corruption policy, such as to monitor the operations in accordance with the policy, authority, Accounting management, marketing, purchasing, internal control, both financial and operating. Including other processes related to anti-corruption measures, example: human resources guidelines, training for employees to know about anti-corruption policies and guidelines.

4. The committee reviews guidelines for giving and receiving gifts during important festivals. For the directors, executives and employees of the company abide by including communication with business partners, customers, and business associates of the company and announce on the company's website.

The Corporate Governance Committee is determined the company's operation with the Good Corporate Governance policy, business ethics and anti-corruption. This also emphasis on the transparency operation, fair and verifiable in creating confidence among shareholders and stakeholders that contribute to corporate growth in a sustainable manner

(Visut Montriwat)

Chairman of the Corporate Governance Committee
Srivichai Vejvivat Public Company Limited

Report of the Risk Management Committee

Dear Shareholders of Srivichai Vejvivat Public Company Limited,

The Board of Directors of Srivichai Vejvivat Public Company Limited had appointed the Risk Management Committee to ensure that management and business operation of Srivichai Vejvivat Public Company Limited and its subsidiaries progress in the right direction and consistent with the current economic situations.

The list Risk Management Committee as at December 31, 2020

1. Viroj Mavichak, Ph.D.
Advisory of the Risk Management Committee
2. Vilawan Vanadurongvan
Chairman of the Risk Management Committee
3. Sakda Tangchitwatanakorn, Ph.D.
Member of the Risk Management Committee
4. Hathaiwan Suwantaweerak
Member of the Risk Management Committee
5. Kijtjaporn Pomsanarm
Member of the Risk Management Committee
6. Anchalee Suphopark
Member of the Risk Management Committee
7. Nawakchamon Charoenphon
Member of the Risk Management Committee
8. Vanacha Kongcharoen
Member of the Risk Management Committee
9. Prapaphan Techatanang
Member of the Risk Management Committee /
Secretary
10. Passara Sarapol
Member of the Risk Management Committee /
Assistant Secretary

Throughout 2020, the Risk Management Committee had completely performed its role based on the authority, duty, and responsibility set forth in the risk management framework by arranging altogether 16 meetings, which the key points of the meetings can be summarized as follows.

1. Define policies and guidelines for risk management of the Company and subsidiaries. This covers the financial risk, Corruption risk, business and market risks, investment risks, Corruption risks and other risks that may affect the operation and reputation of the Company, and presents this to the Board of Directors for consideration and approval.

2. Define criteria to measure risks and limit the risks that the Company and subsidiaries accept.

3. Consider the important risks of the Company and subsidiaries and make recommendations to prevent or reduce risk to an acceptable level.

4. Supervise, monitor and evaluate the results as well as improve action plan to reduce the risk continuously and appropriate to the business circumstances of the Company and subsidiaries.

5. Review the sufficiency of risk management policies and systems by including the effectiveness of the system and compliance with the policy set.

6. Report operations to reduce the risk to the Board of Directors regularly and for important matters where there is impact to the Company and subsidiaries significantly. These must be reported to the Board of Directors for consideration as soon as possible.



(Vilawan Vanadurongvan)

Chairman of the Risk Management Committee
Srivichai Vejvivat Public Company Limited

Report of the Working Group for Financial and Investment Planning

In order to enhance the value of Srivichai Vejvivat Public Company Limited and subsidiaries companies in the future and ensuring that there is ongoing growth and secure financial position, it was deemed appropriate to appoint the Working Group for Financial and Investment Planning.

Structure of the Working Group for Financial and Investment Planning

The lists of the Working Group for Financial and Investment Planning Committee as at December, 31 2020 as follows:

1. Vilawan Vanadurongvan
Chairman of the Working Group for Financial and Investment Planning
2. Nopporn Tirawattanagool
Member of the Working Group for Financial and Investment Planning
3. Tinnawat Mahatharadol
Member of the Working Group for Financial and Investment Planning
4. Mongkon Wanitphakdeedecha M.D., M.Sc.
Member of the Working Group for Financial and Investment Planning
5. Prut Rojanamahamongkol
Member of the Working Group for Financial and Investment Planning
6. Sakda Tangchitwatanakorn, Ph.D.
Member of the Working Group for Financial and Investment Planning / Secretary

Throughout 2020, the Working Group for Financial and Investment Planning Committee had completely performed its role based on the authority, duty, and responsibility set forth in the management framework by arranging altogether 5 meetings, which the key points of the meetings can be summarized as follows.

1. Consider investment projects, investment plans, investment budgets. Which includes considering the feasibility of the project. Appropriate financial returns and relevant risk factors to be in line with the company's goals and operational plans

2. Considering and approving important financial transactions. Procurement of appropriate sources of funds for the company, and presenting to the Board of Directors for approval

3. Inspect, monitor, and supervise the investment of the company in order to obtain the return according to the target, evaluate the project approved for investment. And summary of important information to report investment results to the Board of Directors

4. Providing advice and advice to management in finding business channels

5. Perform other tasks as assigned by the Board of Directors and the Chairman

The Working Group for Financial and Investment Planning has performed duties as assigned by the Board of Directors with caution and opinion provision were made independently and based on the Company's benefits. The Committee has also monitored, followed up and appraised the performance of the projects the Company has invested in to ensure that the return on investment is as planned. The Committee also plays a significant role in preventing and solving risks problem that might affect project development and operations. The Committee considered that the Company's investment decision was prudently and carefully made based on both in-depth and breadth analysis by internal and external experts under the good corporate governance principle to ensure continuous and stable growth of the Company.



(Vilawan Vanadurongvan)
Chairman of the Working Group for
Financial and Investment Planning

Policy and Business Overview



Srivichai Vejvivat Public Company limited (“Company” or “VIH”) was established in 1993 in order to operate a private hospital business under the name Vichaivej International Hospital Omnoi which is a hospital under Vichaivej International Hospital Group. In 1993 when the Company was established, its registered capital was 200 million Baht with major shareholders and controlling directors being Assoc. Prof. Vichai Vanadurongwan, M.D., Ph.D., FIMS and Asst. Prof. Saisunee Vanadurongwan, M.D., who is founder of the hospital Group.

In 2008, the Company reorganized its structure by purchasing ordinary shares of Saivichai Development Company Limited and Srisakorn Vejavit Company Limited from the Directors who were former shareholders in order to rearrange the investment structure of the Company that would suit the business operating nature as a hospital Group, with Saivichai Development Company Limited and Srisakorn Vejavit Company Limited being subsidiary companies.

At the beginning of 2011, Vichaivej International Hospital Group underwent a corporate re-branding to become more modern and be able to reflect the hospital group's ability in elevating its service potential and undergoing continuous development as well as maintaining

consistency with the Company's vision of wanting to expand its service to reach foreign customers on a wide scale. The hospital group had changed its name from Srivichai Hospital Group to Vichaivej International Hospital Group and underwent logo change as well.

In 2012, the Company registered as listed securities in the SET with total registered capital of 535 million Baht, divided into 535 million ordinary shares valued at 1.00 Baht per share in which the 535 million Baht was paid-up capital.

In 2014, the Company increased its registered capital at 35,666,666 Baht, which led the new registered capital to be 570,666,666 Baht from originally 535,000,000 Baht, by issuing additional 35,666,666 million ordinary shares valued at 1.00 Baht per share in which the 570,665,433 Baht was paid-up capital.

In the same year, BBT Equity Company Limited bought the Company's shares at 20% of total shares in the Company which brought about change in the major shareholder group of the Company. The change was executed in order to support expansion of hospital care business and increase the variety of medical service to be more comprehensive in the future.

In the year 2016, The meeting had approved the entering into the acquisition of asset by the acquisition of The Bangkok Orthopedic Hospital Company Limited's ordinary shares, in the number of 89,998 shares or equivalent to 99.99 percent of total registered capital from the existing shareholders, The company had been signed the Share Purchase Agreement relating to the ordinary shares of The Bangkok Orthopedic Hospital Company Limited on 28 June 2016

As of 31 December 2020, the Company has total registered capital of 570,666,666 Baht, divided into 570,666,666 ordinary shares valued at 1.00 Baht per share in which 570,665,433 Baht was paid-up capital.

At present, Vichaivej International Hospital Group runs secondary general hospital business with 4 hospitals within the Group, that is, 1) Vichaivej International Hospital Omnoi; 2) Vichaivej International Hospital Nongkhaem; 3) Vichaivej International Hospital Samutsakhon; and 4) Vichaivej Yeakfaichai, being operated by the Company. The subsidiary companies comprise Srivichai Vejvivat Public Company limited, Saivichai Development Company Limited, Srisakorn Vejvivat Company Limited, and The Bangkok Orthopedic Hospital Company Limited, respectively. In addition, the Company also has another subsidiary company, Srivichai Vocational School Company limited, which operates business under the name Srivichai Vocational School and serves as a training facility for assistant nurses of Vichaivej International Hospital Group. The Company and subsidiary companies operate under the management of Ass. Prof. Saisunee Vanadurongwan, M.D. who is the Chief Executive Officer and Vice Chairman since establishment until today.

The main customer group of Vichaivej International Hospital Group comprises 2 major groups: 1) Non-capitation customer group, namely general individual customers, life insurance customer, contract party customers, cars victims customers under workmen compensation fund program and 2) Capitation customer group, namely customers under social security fund program, customers under Universal Health Care Coverage Project, and customers under foreign laborer health insurance project. Moreover the company had

expanded the customer group of health check up in the establishment, civil servants and their family under Diagnosis-Related Group (DRG) project; and 4) foreign customers residing in Thailand and came as tourist or to work.

Main revenue of Vichaivej International Hospital Group is divided into 2 major categories based on the nature of customers, that is: 1) Non-capitation; and 2) Capitation. For non-capitation revenue, this is made up of non-capitation OPD and non-capitation IPD revenues. Capitation revenue comprises earnings from the services provided to patients under social security program, patients under Universal Health Care Coverage Project, and patients under foreign laborer health insurance project. The ratio of non-capitation revenue to capitation revenue was 78.22 , 77.23, and 76.24 in 2018-2020 respectively.

In terms of operating performance, the Company and subsidiaries achieved total revenue from the hospital group in 2018-2020 equivalent to 2,246.69 million Baht, 2,480.84 million Baht, and 2,275.67 million Baht respectively.

The revenue type which has the highest proportion was the revenue from non-capitation IPD, followed by revenue from non-capitation OPD and social security program respectively. In addition, during the same period, the hospital which showed the highest revenue among the hospital group was Vichaivej International Hospital Omnoi, followed by Vichaivej International Hospital Nongkhaem, Vichaivej International Hospital Samutsakhon and Vichaivej Yeakfaichai respectively.

In 2018-2020, the hospital group achieved net profit at 177.12 million Baht, 200.42 million Baht, and 186.58 million Baht respectively, while its operating profit margins were 10.00%, 9.84%, and 10.31% in 2018, 2019, and 2020 respectively. As of 31 December 2020, the Company and subsidiary companies has total assets of 2,311.34 million Baht comprising land, building, and equipment totaling 1,488.03 million Baht. Meanwhile, the hospital group's total liabilities as of 31 December 2020 was 907.25 million Baht and equity at 1,404.09 million Baht comprising retained earnings of 774.07 million Baht.

However, the hospital business operated by the Company and its subsidiaries may still encounter impact from certain risk factor which the hospital group has recognized the significance of such risk factor and, therefore, set guideline for preventing and solving the problem in manner suitable to each risk type. The Company has placed great emphasis and close attention on management of different risks as per the details mentioned under risk factors.

Each hospital has different unique features in providing services as follows

Vichaivej International Omnoi Hospital provides 24-hour medical service with specialist physicians ready to provide OPD care until midnight, in addition to the different kinds of specialized treatment available, such as Laparoscopic Surgery Center, Orthopedic Center, Urology Center, Brain Center, Cardiology Clinic, Nephrology Center, Endocrinology Clinic, Gastrointestinal Clinic, Pediatric Clinic, Obstetrics and Gynecology clinic, Emergency and Trauma Center, Dental Center, Check - up Center and Anti-aging and Wellness Center. The hospital has operating rooms under positive pressure system, 100% sterile, dust-free, and moisture-free according to international standards. In addition, the MRI Center is also open for service. To increase the capacity of medical services and to diagnose with modern tools and technology. Can clearly see abnormal parts of the body There are very few side effects for patients. It is good to enable doctors to diagnose the disease precisely. And can be treated directly. And also a hospital that has been certified for the establishment of a stroke unit under the stroke service development program to reduce mortality in the elderly. In early 2020, there was the epidemic of the coronavirus or COVID-19, Vichaivej Hospital Omnoi opened ARI clinic to support screening and treatment of respiratory patients outside the building in March and provides COVID-19 detection services with the Drive-through system to facilitate for service recipient.

Vichaivej International Nongkhaem Hospital is a hospital that provides comprehensive care and counseling services. There are specialist doctors available to serve in various fields. By the Vichaivej Heart Center, which is a heart center that is ready and highly effective, providing services in all aspects of heart disease, from prevention, early diagnosis, treatment, to heart rehabilitation. Including 24-hour critical care for patients. By a team of cardiologists including Cardiologist, Heart and Chest Surgeon Along with a team of nurses and trained personnel specialized in the care of patients with heart disease. Led by Dr. Wattana Bunsom, a specialist in cardiovascular disease. In addition, Vichaivej International Nongkhaem Hospital also has an Orthopedic Center, Child Development Center, Pediatric Center. Laparoscopic Surgery Center, Obstetrics & Gynecology Center , iSKY Innovative Skin & Laser Surgery Center, which is famous and recognized in the country as a full-service aesthetic laser surgery center, Comprehensive Health Check Center, i-SHA Anti-Aging Center. The international patient service center that is ready to provide services and facilitate the treatment for all users to receive the best convenience and service.

Vichaivej International Samutsakhon Hospital also has similar comprehensive clinical service capacity as Vichaivej International Hospital Omnoi and has expertise in the provision of health services offsite such as in the establishment of the private and public sectors and enterprise. And opened occupational medicine center for health services, and up-to-date tools for checkup to search for the effect of health from work with laboratory center that full a complete range of tools for analyzing blood results and specimens. Moreover, Vichaivej International Hospital Samutsakhon has a clinic at Mae Sod District, Tak Province that serves Thai and Burmese customers, and has cooperated with partners in the Republic of the Union of Myanmar in examining the health of foreign laborers in Yangon, the Republic of the Union of Myanmar. In early 2020, in the epidemic of the corona-

virus or COVID-19, Vichaivej Hospital SamutSakhon has established a laboratory to detect COVID-19 with RT-PCR standard to provide diagnostic services to hospitals, including people who want to detect COVID-19 infection with the drive-through.

Vichaivej Yeakfaichai Hospital In the Midyear of 2016, The Company has invested in Vichaivej Yeakfaichai Hospital by focusing on to develop a treatment for specialty care units due to the location of Vichaivej Yeakfaichai Hospital is closed to Siriraj Hospital. That will cause the doctors of Siriraj Hospital to cure the patients at Sam Yaek Fai Chai. Moreover, there is a construction of the skytrain at Fai Chai junction that will help a convenient transportation to the hospital. Moreover, Vichaivej Yeakfaichai Hospital has a renowned iSKY Innovative Skin & Laser Surgery Center, SMILE by iSKY dental clinic, Orthopedic Center, Trauma and Emergency Center, Check - up Center and Fertility Center

Important changes and development in 2020

In 2020, the company had managed the set strategy. The company sees quality as important in every step of the maintenance process to enter the international level and the company's performance achievement of the company's goals.

From the epidemic of the Corona Virus 2019 (Covid-19), Vichaivej International Group screen more intensive in order to enter and exit the building within the hospital, for the safety of the patient, patient's relatives and staff of the hospital. The action plan was conducted in accordance with the guidelines for the treatment of patients infected with Coronavirus (COVID-19) to prepare the personnel and related agencies along with public relation the customer to refrain from visiting patients who are hospitalized and reduce the spread of the Coronavirus (COVID-19).

In addition to, Vichaivej Hospital Group has provided the Coronavirus insurance (COVID-19) for the administrators, doctors, nurses and staffs of Vichaivej Hospital International Group to create peace of mind and confident in performing duties as well as providing protective equipment to control and prevent the spread of the

coronavirus (COVID-19) and there are important developments and changes of the company as follows:

Vichaivej International Omnoi Hospital

- Passed the medical service audit by a social security hospital in November, 28 2020
- Passed the standard of private hospital audit by the Public Health Office, SamutSakhon in August, 5 2020
- Passed the laboratory health check, for job seekers to work abroad audit in August, 25 2020 (During certification)
- Certificated Hospital Accreditation (HA) from the Healthcare Accreditation Institute (Public Organization).
- Opened ARI clinic to screen and treated respiratory patients outside the building for Covid-19 screening, since March 2020
- Opened the tasting service of the Corona Virus 2019 (Covid-19) with Drive-through in April.
- Renovating a patient room - ward 1/3 and nursery room (Building 1, 3rd floor), which opened in September 2020 and renovated a patient room - ward 3/3 (Building 3, Floor 3) and Outpatient Department Children (Building 3, Floor 1).
- Selected as contract party hospital to checkup a staff of CAT Telecom Public Company Limited.
- Selected as contract party hospital to checkup a staff of Siam Cement Group Public Company Limited.
- Selected as contract party hospital to checkup a staff of Thai Summit Auto Parts Industry Company Limited.
- Selected as contract party hospital to checkup a staff of T.C. Pharmaceutical Industries Company Limited.
- Selected as contract party hospital to checkup a staff of Siam Makro Public Company Limited.
- Selected as contract party hospital to checkup a staff of King Power International Company Limited.
- Selected as contract party hospital to checkup a staff of Magnacomp Precision Technology Public Company Limited.
- Selected as contract party hospital to checkup a staff of Sony Technology (Thailand) Company Limited.

Vichaivej International Nongkhaem Hospital

- Signed a Memorandum Of Agreement with National Housing Authority.

- Certificated Hospital Accreditation (HA) from the Healthcare Accreditation Institute (Public Organization).
- Certificated as the laboratory health check, for job seekers to work abroad audit in August,25 2020 (During certification)
- Certificated Laboratory Accreditation : LA for the Medical Laboratory by Medical Technology Council since 2012 – present.
- Accredited in accordance with ISO 15189: 2012 standard and the terms and conditions of the Laboratory Accreditation for Medical and Public Health Testing Laboratory of the in “Medical Laboratory”
- Accredited in accordance with ISO 15190: 2003 standard and the terms and conditions of the Laboratory Accreditation for Medical and Public Health Laboratory Accreditation in “Medical Laboratory Safety”.
- Certificate about raw food in according to project “Food Safety” by Bureau of Quality and Safety of Food, Ministry Public Health.

Vichaivej International SamutSakhon Hospital

- Opened the Occupational Medicine check-up Center in October 2019 – December 2020
 - OPD Check up
 - Laboratory of Check-up
 - Office of MMU, processer data unit and mobile x-rays.
- Expected to open a special clinic within February and expected grand opening in March 2021 for communicated to relevant government agencies and target customer. The objective increase revenue for the Occupational Medicine check-up Center.
- Renovating the building, separated between OPD capitation and OPD Non-capitation for facilitated to customers.
- Training staff of the hospital for increase potential as follow; Brain and Heart Sirirat Stroke and Leadership for supervisor.
- Opened ARI clinic to screen, treatment of respiratory patients and screening COVID-19 outside a building in March
- Provided COVID-19 detection services with the Drive-through system to facilitate for service recipient.
- Opened the laboratory center to support the COVID-19 with PT-PCR standard.

- Certificating Hospital Accreditation (HA) from The Healthcare Accreditation Institute.
- Certificated quality in accordance with ISO 9001:2015 standard.
- Certificated quality in accordance with ISO 15189:2012 standard.
- Certificated quality in accordance with ISO 15190:2003 standard.
- Certificated as the laboratory health check, for job seekers to work abroad ,Except Saudi Arabia, Israel, Brunei Darussalam and Taiwan.
- Passed the certificate Laboratory Accreditation : LA for the Medical Laboratory by Medical Technology Council.
- Selected as contract party hospital to checkup a staff of the Electricity Generating Authority of Thailand.
- Selected as contract party hospital to checkup a staff of the CPF (Thailand) Public Company Limited Group.
- Selected as contract party hospital to checkup a staff of the Rachapiphat Hospital , Medical Service Department Bangkok.
- Selected as contract party hospital to checkup police officials in Bangkok with the police hospital, Royal Thai Police.
- Selected as contract party hospital to checkup Government agencies and state enterprises in Ratchaburi Province and Ratchaburi Hospital.

Vichaivej Yeakfichai Hospital

- Selected as a medical facility under the Compensation Fund Agreement Advanced degree in orthopedic.
- Certificated quality in accordance with ISO 9001:2015 standard.
- To organize a meeting to welcome the TalingChan Community, BangkokNoi District Office to implement the Bangkok Noi-Taling Chan, non-smoking, COVID-19-free project to publicize the hospital services for disease prevention for people

Srivichai Vocational School

- Development a teaching system by the Electronic Learning to increase opportunities for students interest in professional nursing assistant staff

Nature of Business Operation

Vichaivej International Hospital Group provides patients with 24 hours medical treatment covering every disease in order to satisfy their needs, such as Orthopedic Center, General Surgery and include Urology, Brain Center, General Medicine Clinic and its subspecialty as Cardio Vascular Medicine, Nephrology, Endocrinology, Dermatology and Neurology. Addition service include; Dental Center, Physical Rehabilitation and Plastic Surgery, etc. For inpatient treatment, the Hospital Group is equipped with 483 sickbeds divided into different room types, such as 1) special private single-bed consisting of GRAND VIP, VIP, Deluxe and Standard, 2) special private 2-beds, 3) special private 4-beds, 4) common 8-beds, 5) ICU, and 6) Infant ward.

Revenue Structure

Revenues and profits of the Company and its subsidiaries for the years 2018 - 2020 (each hospital)

Name of Hospital	2020		2019		2018	
	Thousand baht	%	Thousand baht	%	Thousand baht	%
Vichaivej International Hospital Omnoi						
: Revenue from sales and services	922,042.38	39	1,034,669.82	40	895,086.09	39
: Net profit	137,057.41	55	158,475.02	57	105,329.37	46
Vichaivej International Hospital Nongkhaem						
: Revenue from sales and services	726,424.87	31	791,933.67	31	732,116.44	32
: Net profit (loss)	73,338.44	29	86,626.19	31	84,381.92	37
Vichaivej International Hospital Samuttsakhon						
: Revenue from sales and services	471,151.83	20	502,531.96	20	484,929.86	21
: Net profit	35,753.52	14	24,654.97	9	35,079.11	15
Vichaivej Hospital Yeakfaichai						
: Revenue from sales and services	227,517.84	10	227,928.34	9	201,318.90	9
: Net profit	5,476.67	2	9,237.03	3	1,255.16	1
Srivichai Vocational School						
: Net profit	360.88	0	536.01	0	589.29	0
Total revenue before eliminate transaction	2,347,136.92	100	2,557,063.79	100	2,313,451.29	100
Value of eliminate transaction	71,465.09	-	76,216.22	-	66,765.14	-
Total revenue after eliminate transaction	2,275,671.83	-	2,480,847.57	-	2,246,686.15	-
Total Profit before eliminate transaction	251,986.92	100	279,529.22	100	226,634.85	100
Value of eliminate transaction	65,134.99	-	79,105.91	-	49,517.07	-
Total Profit after eliminate transaction	186,851.93	-	200,423.31	-	177,117.78	-

(table note on the next page)

Remark: In 2018-2020, Srivichai Vocational School Limited Company (its subsidiaries) with revenue at 3.02 million Baht, 7.78 million Baht, and 3.09 million Baht. respectively and achieved net profit at 0.59 million Baht, 0.54 million Baht, and 0.36 million Baht respectively, which Srivichai Vocational School Limited Company (its subsidiaries) in the list of other income in the consolidated financial statements.

Revenues of the Company and its subsidiaries for the year 2018 - 2020 (by the type of client)

Name of Hospital	2020		2019		2018	
	Thousand baht	%	Thousand baht	%	Thousand baht	%
Vichaivej International Hospital Omnoi						
Revenues from Capitation	364,310.90	15.52	357,103.33	13.96	295,769.80	12.78
Revenues from Non-Capitation	557,731.48	23.76	677,566.49	26.50	599,316.29	25.90
Total revenues from services	922,042.38	39.28	1,034,669.82	40.46	895,086.09	38.69
Vichaivej International Hospital Nongkhaem						
Revenues from Capitation	1,817.50	0.08	7,804.62	0.30	3,110.46	0.13
Revenues from Non-Capitation	724,607.37	30.87	784,129.05	30.67	729,005.98	31.51
Total revenues from services	726,424.87	30.95	791,933.67	30.97	732,116.44	31.64
Vichaivej International Hospital Samuttsakhon						
Revenues from Capitation	151,203.05	6.44	142,565.74	5.57	147,557.26	6.37
Revenues from Non-Capitation	319,948.77	13.63	359,966.22	14.08	337,372.60	14.58
Total revenues from services	471,151.83	20.07	502,531.96	19.65	484,929.86	20.96
Vichaivej Hospital Yeakfaichai						
Revenues from Capitation	57,172.23	2.43	69,436.93	2.72	65,691.26	2.83
Revenues from Non-Capitation	170,345.62	7.26	158,491.41	6.20	135,627.64	5.86
Total revenues from services	227,517.84	9.69	227,928.34	8.92	201,318.90	8.70
Total revenue before eliminate transaction	2,347,136.92	100	2,557,063.79	100	2,313,451.29	100
Value of eliminate transaction	71,465.09	-	76,216.22	-	66,765.14	-
Total revenues from services of VIH Group	2,275,671.83	-	2,480,847.57	-	2,246,686.15	-

Business Operation by Each Product Line

Nature of Service

As of 31 December 2020, the Company has operated its business in the form of hospital group with four hospitals within the group, Vichaivej International Omnoi Hospital formed service contracts with 11 hospitals (supra contractor) in order to manage appropriate patient transfer as necessary for each case and also has 21 social security network clinics ready to provide first aid care for social security patients. By the way Vichaivej International Samutsakhon Hospital formed service contracts with 4 hospitals (supra contractor) and also has 8 social security network clinics. With such structure, the Company has been able to manage its cost effectively and extend the scope of service to reach the public comprehensively.

The hospital group provides service to two major customer groups: 1) Non-capitation customer group that pays treatment fees based on actual treatment provided, namely cash customers, life insurance customers, Workmen Compensation Fund customers, contract counterparty customers, right according to the act customers, and others; and 2) Capitation customer group under state project, namely social security customers, Universal Health Care Coverage customers, and foreign laborer health insurance project customers.

Medical Services

The Company and subsidiary companies in the Vichaivej International Hospital Group are strongly determined to provide medical care services for every type of disease and specialist physicians in every field as follows.

Heart Clinic

Cardiovascular Center at Vichaivej provides modern medical service for every step of treatment since checking initial symptoms of coronal heart disease or heart disease, treatment of heart disease, and recovering the function of the heart by cardiovascular medical specialists (Dr. Wattana Boonsom) and medical specialist team. from the famous medical school. Moreover, we also provide modern medical devices and CCU, which enable nursing

teams and cardiovascular medical specialist to conduct treatment and give advices to patients effectively 24 hours.

Noninvasive Procedure

- Electrocardiography (EKG) Checking electrical produced by the heart muscle while the systole. How to checking a heart disease that is a good result to take a 5 minute. This examination may be normal in initiating Acute Coronary Syndrome, If doubt should be repeated.

- Holter Monitoring Equipped Holter Monitoring with the patient at all times during activities of daily life or work normally. The machine will record the ECG. After 24-hour, the patient is back to the doctor to diagnose with irregular heartbeats or not.

- Echocardiography The Echocardiography digital system through the chest wall to the heart with the special probe to see of heart chamber and systole. For help diagnose disease, detection of disease and follow-up treatment of cardiovascular disease effectively.

- Exercise Stress Test Detecting for Ischemic heart disease while exercise by walking on a much faster treadmill. This exercise has resulted in heart perfusion is inadequate cause cardiac ischemia and signs of changes in the ECG may help diagnose disease.

Cardiac Catheterization Laboratory

- Cardiac Catheterization & Angiography
- Percutaneous Transluminal Coronary Intervention
- Permanent Pacemaker
- Automated Implantable Cardioverter Defibrillators : AICD)
- Intra-aortic Balloon Pump; IABP
- Radiofrequency Ablation

Surgery treatment

- Coronary Artery Bypass Grafting ; CABG
- Valvular repair/replacement
- Congenital heart disease correction

Statistic of Diagnosed and Treatment in Cardiac Catheterization Laboratory

Medical Procedure	2016	2017	2018	2019	2020	Average sleep duration
Diagnosed and Treatment in Cardiac Catheterization Laboratory	837	1,570	2,114	2,257	2,258	1-2 Days
Heart surgery treatment	63	166	222	219	227	7-8 Days

Orthopedic Center

Orthopedic center, Vichaivej International Hospital Group provide treatment service about the bones, muscles, tendons, nerves, bone and joint operation including Osteoporosis and bone disease in children by the professional surgeon's team of Orthopedic who have knowledge, potential, and experience. The hospital we provide service of treatment diseases of the bones, muscles, tendons, nerves and treatment to people who have been injured in sports, exercises or injury from the use of too much.

Trauma and Emergency Center

Vichaivej International Hospital has a Trauma and Emergency Center. To provide help victims of an accident and emergency accurately and promptly with the team of medical experts and nursing staff with expertise. With all advanced technology devices and the ambulance to rescue fully the Advance Life Support (ALS) and Basic Life Support (BLS) availability with an emergency 24 hours.

Akarabut Fertility Center

Treatment of infertility with technology to help fertility at the international level by specialist doctors, embryonic scientists and professional nurses. The hospital have technological services to help fertility such as, IVF, Intraplasmic sperm injection (ICSI), Intrauterine insemination (IUI), and Testicular Epididymal Sperm Extraction (TESE). Moreover, to give advice service about infertility, check up before to married and other service about motherhood.

Microsurgery Center

Finger and hand injuries are the number one accident found in the industrial factories. According to statistics of Thai Social Security Office.

Laparoscopic Surgery Center

Vichaivej International Hospital providing services and surgical treatment of all kinds such as Gastrointestinal surgery, Urology Surgery, Neurological Surgery and surgical correction of defects and disabilities. With the technology of laparoscopic surgery, which method is help wounds heal faster, hurt less, wounds from surgery are small. This is different from old surgical scars that are long and large. Vichaivej International Hospital provides diagnosis and surgical treatment by the specialist team of experienced surgeons with modern medical equipment and nurses who will take care you in a highly integrated.

Obstetrics Surgery Center

Obstetrics and Laparoscopic Surgery Center at Vichaivej International Hospital provides thorough medical consultation and treatment of Obstetrics / Gynecologic's diseases by highly skilled specialists. Moreover, we perform Obstetrics / Gynecologic service for women of all ages such as check-up, Mammography including biopsy, Thin Prep Cytology, Ultrasound diagnostics, Female reproductive organs and Pelvic exam by Laparoscopic, Laparoscopic surgery remains the leading brink when it comes to Gynecologic surgical techniques since it has a faster recovery time, less pain, less tissue trauma, few complications and better aesthetic result.

Magnetic resonance imaging (MRI)

Vichaivej International Hospital has increased the efficiency of the Magnetic Resonance Imaging (MRI) diagnosis by able to examine all parts of the body. Checking with MRI can differentiate between various tissues as well. Make an accurate more diagnosis and more efficiency of medical technology to hospitals.



Urology Center

The hospital provides medical care for gallstones and urinary system diseases, such as urinary tract stones, Kidney stone and ureter, Stone in the gallbladder, Kidney cancer, Bladder cancer, Urinary Tract Diseases, Hematuria, etc. under the care of highly experienced medical specialists and nurses who take care of patients throughout the course of treatment until healed.

Mother and Child Health Center

Mother and Child Health Center at Vichaivej International Hospital, We provide a full range of healthcare services for children. Our experienced and dedicated team of doctors, nurses and staff are committed to providing the best medical care possible for children. Our clinic greets families and visitors in a bright, modern facility where clients are treated with dignity, respect and kindness.



Diabetes Mellitus and Endocrinology Center

Vichaivej International Hospital preservation for patients with diabetes and endocrine-related diseases such as Thyroid disease, Adrenal Gland Disorders, Pituitary disease, Obesity and Disorders of Calcium and osteoporosis. By a team of specialist doctors and nurses trained with highly experienced and advanced technology of medical devices to ensure patients in the treatment process. And also promote patients or the general public gets to know the facts about diabetes and endocrine disorders to understand and take care of themselves properly. In addition to the year 2020 in group of patients with chronic diseases such as diabetes, hypertension. Vichaivej Hospital Group have a policy that delivers a drugs to social security patients by post for save a patient from having to come the hospital and reduce the spread of COVID-19.

Gastroenterology

The hospital has a medical specialist of the digestive system and liver disease with advanced equipment, such as a laparoscope esophagus, Stomach, Duodenum and Colon. Making clear and accurate diagnosis and can also Endoscopy for makes the problems caused by disorders of the digestive system and liver were treated quickly and completely, Includes instructions in caring of the digestive system and vaccination against diseases of the digestive system.

Medicine Clinic

Vichaivej International Hospital provides medical treatment by a specialist team of doctors and high experience for 24 hours such as cardiovascular diseases, Neurological, Diseases of the blood, Kidney disease, Skin diseases, Nervous system and the brain. And provide advice and counseling to take care of yourself deprived these diseases. We also encourage patients to have a medical examination to ensure that patients have a healthy body as well.

Eye Clinic

Vichaivej International hospital provides care for all types of eye diseases for both children and adults. By a team of an experienced ophthalmologists and team of nurses with completed the trainings and according to international standards. Consultation and instructions

treatment for people who have visual problems such as Visual acuity measurement, Treatment of cataract, Glaucoma, Pterygium, Retinal surgery, short-sightedness, Presbyopia, Astigmatism, Diabetic Retinopathy, Eye Infection, etc.

Ear Nose and Throat (ENT) Clinic

Vichaivej International Hospital providing services at all types of ear, nose, throat such as otitis, sinusitis, etc. By a team of medical experts and highly experienced staff with modern medical devices safety throughout the treatment.

Dialysis Center

Dialysis Center at Vichaivej International Hospital, We provides hemodialysis procedure that cleans and filters the blood from individuals whose kidneys have failed. And we provides dialysis services in a clean, comfortable, and safe environment, using modern dialysis machines, and offering the care under high standard of professional conduct. With 10 State-of-the-Art imported Dialysis Machines and We use Reverse Osmosis water treatment system dedicated to the Dialysis Unit meeting the international standards

Dental Center

Dental Center at Vichaivej International Hospital, here we provide attentive dental services with advice and recommendations by a highly qualified trained team of dentists as if you were our family member. For your healthy teeth, the dental clinic offers the services such as Restorative dental care, Gum disease treatment, Prosthodontics treatment, Oral surgery, Pediatric dental treatment, Endodontic or root canal treatment, Aesthetic dentistry, etc... With taking care of dentists and nurse keeping you healthy teeth and a bright smile.

Health Check-up Center

Check-up Center at Vichaivej International Hospital, We offer all types of physical exam and test with accurate results, convenience, comfort and modern facilities including internet access and relaxing atmosphere. We provide comprehensive check-up services for personal and companies. For group check-ups can be arranged at Vichaivej International Hospital or on-site using our team of check-up including doctors, nurses, medical technicians

and staff with highly experienced. We personal assist you into the best health checkup package including Annual health check-up program, Pre-employment health check-up program, Pre-Marriage check-up program, Mammography & Breast exams and much more.

Physical Therapy Clinic

Vichaivej International Hospital have providing Rehabilitation or Physical therapy by a team of physiotherapists that through training and highly experienced. Along with consulting and advice If the patients requires to physical therapy by themselves. It also has the international standard of physical tools and safe for patients such as Lumbar traction & cervical traction, Ultrasound therapy, Electrical Stimulation, Short wave diathermy, Transcutaneous Electrical Nerve Stimulation, Electrical Tilt table, etc.. To ensure that patients can return to normal or close to normal as possible.

Skin Clinic

Vichaivej International hospital provides treatment for all types of skin diseases such as dermatitis, psoriasis, allergies, vitiligo, melasma, freckles, drug allergy, skin diseases in children and the elderly. Including beauty such as Botox and Filler injections to fix wrinkles, deep cheek, lips up and customize the face, Injection treatment of varicose veins, Treatment of acne, melasma, freckles, and diseases related to the hair.

Radiology Center

Vichaivej International hospital provides medical services to patients with care and attention to all the preserve of specialized medical personnel and nurses who have experienced. With medical technologies that have helped to maintain a high quality, fast and efficient. Make the patient trust and confidence that will get good service and satisfaction.

Mobile Medical Unit – Vichaivej International Hospital Group

Mobile Medical Unit Vichaivej International Hospital Group providing health check services on-site by a team of occupational medicine doctors, Medical technician, Professional nurse and skilled staff which providing health check-up services before working on-site and outside the

country, annual health check up and on-site occupational health risk groups, providing service walk through survey by a team of occupational medicine physicians, Service Vaccination check up foreign workers, license work permit and check up MOU group.

In addition, the Mobile Medical Unit at Vichaivej International Hospital Group are modern and ready equipment such as mobile x-ray machines digital systems, along with modern equipment and tools that certified by the Department of Medical Sciences. And diagnose by the Radiologist of Hospital trusted by the education institute, State enterprises, public organizations, establishments and leading financial institutions in the country.



Acute Respiratory Infection Clinic : ARI clinic

Due to the epidemic situation of the coronavirus (COVID-19) at the beginning of the year and the end of 2020, Vichaivej International Hospital assigned a patient at risk of COVID-19 screening to treat ARI Clinic (Acute Respiratory Infection Clinic) for treatment of respiratory infections. ARI Clinic is open on the day. Monday - Sunday, which located outside a building in order to prevent the spread of infection.

Practical Nurse Training Center by Srivichai Vocational School

Srivichai Vejvivat Public Company Limited has invested as major shareholders in Srivichai Vocational School Company Limited which the facility will be mainly used to produce, train, and develop the personnel for Vichaivej International Hospital Group. The emphasis has been to produce nurse aid whose duty is to take care and provide

convenience for patients, such as taking care of primary health. Srivichai Vocational School Company Limited plays instrumental role in producing nurse aid personnel for Vichaivej International Hospital Group as a way of reducing personnel shortage and poor quality personnel problems. The training lasts for 6 months and has been certified by the Ministry of education. In the past, the school produced a total of 911 nurse aid and 911 nurse aid work under Vichaivej International Hospital Group.

Furthermore, the Company has formed an agreement with the Faculty of Nursing, both public and private universities in organizing course for practical nurses certified by Thailand Nursing and Midwifery Council. The School produced nurse aid staff to work under Vichaivej International Hospital Group that allows the hospitals to have higher quality nursing personnel thereby assuring the patients and customers receiving service with the hospitals. Simultaneously, this serves as a channel for developing hospital personnel's career path.



Medical Support Service

- Medical Records Department
- Diagnostic Radiology Department
- Physical Therapy Department
- Laboratory Unit
- Nutrition Department
- Vehicle Department
- Facilities Department

Operation Marketing and Competition

Status of Industry and Competition

Fluctuations in economic conditions in Thailand are caused by different factors, both from changes in values, thoughts, behaviors, specifically the growth of technology, communication systems, including the impact of politics.

Cause of hospital business industry in Thailand has been fluctuating continuously and one of the reasons came from the government's decision to expand the health care coverage of The Social Security Scheme, Universal health Coverage, Migrant Health Coverage, and Civil Servant Medical Benefit Scheme. At the same time, the private health care providers have been adjusting their strategies in line with the competition, and in order to comply with changes in behavioral health services

For keep pace with such changes Vichaivejinternational Hospital Group has created a combination of its unique selling points in order to develop a clear and positive image for the hospital, and emphasizing on the specialization of the hospital in the treatment of certain ailments is an important part of the strategy. Forming part of this is the creation of a network of business partners in the form of hospital chain that can be effective in terms of hospital operation and management, cost and human resources; the expansion of customer data base and the standardization of services; the modernization of medical equipment and advance technologies.;the development of staff and public relation activities to promote the hospital, such as "The mobile medical unit providing community cares on various occasions", "The project Jit-ar-sa-mo-tor-zai-kuu-chiph" (The motorcycle taxi driver was a volunteer rescue), "Obesity in Children", and school tours to explain about health care etc.

Competitions

Hospital and health-related service business is considered to be one of the businesses that remains in the people's interest as today consumers turn more attention to taking care of their health and having proper hygiene. For that reason, this has led competition to be more intense, from both the competition amongst private hospitals and the competition against state hospitals that have adjusted their operations to gear

toward consumer market more. At the same time, consumers are more educated and start to compare quality and price. This implies that service prices are regulated by the factors of business competition situation, replacement products, buyer's power, and partner's negotiation power. In the past, Vichaivej International Hospital Group has created strong competition power in that it has managed its purchasing operation together as a group and with other hospital partners in order to establish negotiation power against business counterparties, such as medicine and medical supplies suppliers, in order to minimize product costs.

The hospital business competition that Vichaivej International Hospital Group has to face is not just from hospitals in southern part of Bangkok, Samutsakhon Province, and Nakhon Pathom Province only, however, private hospitals in nearby provinces, alternative medicine treatment as well as drug stores and clinics all try to compete in the business in order to take away the market share from Vichaivej International Hospital Group. The reason for such strong competition is due to the locations of the three hospitals which lie in industrial areas with not less than 5,400 factories and densely-populated community zones. However, Private hospital nearby in 10-20 kilometers as the following



Vichaivej International Omnoi Hospital	<ul style="list-style-type: none"> - kasemrad Hospital Bangkae - Bangkok Hospital Sanamchan - Thonburi 2 Hospital - Mahachai 2 Hospital
Vichaivej International Nongkheam Hospital	<ul style="list-style-type: none"> - Phyathai 3 Hospital - kasemrad Hospital Bangkae - Petkasem Hospital - Bangphai Hospital - Thonburi 2 Hospital
Vichaivej International Samutsakhon Hospital	<ul style="list-style-type: none"> - Mahachai 1 Hospital - Mahachai 3 Hospital - Ekachai Hospital - Vibharam Samutsakhon Hospital
Vichaivej Yeakfaichai Hospital	<ul style="list-style-type: none"> - Phyathai 3 Hospital - Thonburi Hospital - Bangphai Hospital - Yanhee Hospital - Chaophya Hospital

Marketing policy

Customer: The current customer of the hospital can be categorized into two: non-capitation and Capitation.

Non-capitation: Those who live or work near the hospital and outside the area, but do trust the doctor especially in orthopedic clinic, including office employees, factory workers and the government offices who have the contract with the hospital or customers of insurance companies.

Capitation: The patients who are treated in the hospital under a contract and pay annually through The Social Security Scheme which the hospital receive a compensation from Department of public Welfare

Characteristics of target customers.

Target customers are separated into 4 groups.

1. The group that lives within the radius of 10-20 km of each hospital in which the hospital has publicized among its target customer group so that they are informed and understand the hospital group's expertise in treating bone

and joint disease including the standard and readiness to treat other diseases. The hospitals have expanded and introduced new service that promotes strong health or prevents illnesses in addition to general treatment service available in order to attract non-patient customers.

2. The group comprising private companies, factories, educational institutes, banks, schools, government agencies, and business group in the industry that have not formed service contracts with the hospital group including management level staffs who are drawn to use more treatment service from the hospital group. The hospital group assigns its marketing and sales departments to be responsible for publicizing and contacting the various companies.

3. With life insurance companies, the hospital group certainly places great emphasis in doing marketing activities with this customer group as they are perceived to have high growth rate due to public attitude change that turns more attention to taking care of their health. This certainly is consistent with the government's promotion in wanting people to pay more attention to their health, plus the state's policy in allowing the use of premiums to deduct tax. Each hospital within the group would have marketing officers contact and form contracts with life insurers in order to become their contract hospitals and treat their patients. This would offer convenience to patients who come for treatment at the hospital.

4. International customer group that lives in Thailand and comes into the country to do business or work or just as tourists as the hospital recognizes the growth potential in this customer group. The hospital group has started to contact representatives and partners overseas in order for them to send foreign patients in Asia and Middle East to receive treatment at the hospital.

Quality service at competitive price

The entire Vichaivej International Hospital Group, focuses on service through the customer relation service center to achieve customer satisfaction which leads to customer loyalty and create an impressive experience for customers.

The medical

Vichaivej International Hospital Group focuses on the recruitment of doctors who have specialized knowledge, experience and expertise in each clinic. They are available

to patients 24 hours a day, together with nurses and staff who have the knowledge and expertise in each job to deliver maximum benefits to customers.

Advertising and public relations

Public relations is one way of creating public awareness and understanding about the capability and service quality of the hospital. We have established community and insurance agent commitment projects such as Provide knowledge about health in schools and workplaces annually, Afternoon Tea at VIO to make a good relationships between hospitals and insurance agents etc..

In addition, it will also promote the national level to the reputation and expertise of the hospital is known and familiar to the public at large, by means of focusing on digital marketing to increase communication efficiency such as

- Promoting the activities and events of the hospital through leading newspaper such as Thairath, Dailynews, Komchadluek, Matichon , etc.
- Website Vichaivej International Hospital Group including social media such as YouTube, and Line. By creating info graphic and VDO content about medical knowledge and promotion of the hospital to create awareness the potential of the hospital group while providing useful knowledge to society through the social media.

Sales and distribution channels

The hospital has several distribution channels. The direct sales focus on customers paying cash, Life insurance, Contract companies and through the government such as Social Security Scheme.

Social Responsible Activities

The Hospital aims to run the business with social responsibility and contribution to community as an organization of medical care.

- Organized diabetes screening activities for the general public and educational under the project name. "World Diabetes Day" to raise awareness of the health care and how to prevent diabetes.
- To educated of breast cancer for checked breast abnormalities with a digital mammogram.
- Organized " Vichaivej Aerobic Club" to promote exercise for community of Om Noi, Om Yai, Sampran have good health.
- Organized a training program about health in a schools and workplaces , from 2006 to the present.

- Organize a workplace safety of week activities in the workplace. To organized an exhibition, consultation on health problems.

- To promote dental health in children b y oral health examination and fluoride coating

- To organized activities in conjunction with good health magazine, organized "Be Strong Be Healthy Hospital Roadshow" and "SMART KIDS @ 30 HOSPITAL ROADHOW 2020".

- To organized a quality pregnancy activity "Step through 9 months like a Happy MOM"

- To organized check-ups for the elderly at various elderly clubs associations

- CSR activities give mask and alcohol gel for students on 20-21 July 2020



Setting the treatment fee

For cash customer group, the hospital group operates with a pricing policy that takes into account the business operating costs and pricing that is market competitive, such as physician fee, medicine and medical supplies fees, medical equipment fee. For room charges, price would be set by referring to market prices of nearby hospitals, inclusive of items and facilities inside the room. Overriding everything, fees must be set based on pricing fairness principle and with consumers being the focal concern. Each hospital within the group would take into account the income level of target customer group before setting price standard to be consistent and suitable. The group has studied the possibility of adjusting its medical fees to be equivalent with other hospitals at the same level as today Vichaivej International Hospital Group has made leaping progress and is fully equipped with tools and equipment while its fees were still low compared to other hospitals.

Vichaivej International Hospital Group certificated “Moral Hospital” from the Deputy Prime Minister and the Minister of Commerce which to guarantee that Vichaivej International Hospital Omnoi, Vichaivej International Hospital Nong Khaem, Vichaivej International Hospital Samut Sakhon and Vichaivej Hospital Yaek Faichai is a hospital with morality and good governance hospital which certificated confirming the price policy of the hospital and the most fairness to consumers.

Products and services

1. Providing medical staff: Doctors, nurses and staff are a valuable asset in the business. Recruiting doctors also means building a good relationship with them via the development of the medical staff through training and scholarship programs. The Hospital provides on-the-job training for nursing students from Thai universities.

2. Providing medicines and medical supplies: The raw materials and cost of hospital pharmaceutical and Therapeutics Committee. This includes doctors, nurses, pharmacists, and the purchasing department. The Purchasing Department in order to compare quality, price, quantity, and reliability of each distributor before ordering. The hospital purchases medicines and medical supplies through local drug dealers. Currently, the hospital group has purchased some types of drugs and medical supplies together with partner hospitals by the purchasing department of the hospital group; the company has an efficient inventory management. Using a computer system in inventory management. In addition, the company stores each type of inventory in a suitable place in terms of temperature, sunlight and humidity in order to maintain the shelf life and quality of the drugs to ensure safety for patients. Including various color labels To make it convenient to consider the expiration date

3. Providing medical equipment: Medical device directors will consider the appropriateness of the tool to compare quality, price, service, delivery, after sales service and reliability of each distributor before ordering. To maintenance of particular property medical equipment according to the period to provide various tools, that the hospital group is ready for treatment by providing medical equipment that is modern and efficient. At present, the diagnostic radiology department has plans to add service potential by procurement and service of MRI 1.5 T (Tesla) and in the year 2020, the hospital group bought a computer X-ray machine which increases the potential for radiological diagnosis

General and other Important Information

Srivichai Vejvivat Public Company Limited

Type of Business	Private Hospital operating under the name “Vichaivej International Omnoi Hospital”		
Location	74/5 Moo 4, Phetkasem Road, Omnoi Subdistrict, Krathumbaen District, Samutsakhon Province 74130		
Telephone Number	(+662) 441-7899 and Hotline 1792		
Facsimile	(+662) 431-1404	First Trade Date	09 May 2012
Website	www.vichaivej.com	Par Value	1.00 Baht
Email	bod@vichaivej.com	Common Stock	
Number of beds	196 beds	Authorized Capital	570,666,666 Bath
Registration Number	0107554000062	Paid-up Capital	570,665,433 Bath

General Information of Subsidiary Companies

Saivichai Development Company Limited

Type of Business	Private Hospital operating under the name “Vichaivej International Nongkhaem Hospital”		
Location	456-456/8 Phetkasem Road, NongkhangPlue Subdistrict, Nongkhaem District, Bangkok 10160		
Telephone Number	(+662) 441-6999	Registered Capital	150, 000,000 Bath
Facsimile	(+662) 421-1784	Paid-up Capital	150, 000,000 Bath
Website	www.vichaivej.com	Common Stock	30,000,000 shares
Email	nongkhaem@vichaivej.com	Par Value	5.00 Bath
Number of beds	118 beds	The proportion of	
Registration Number	0105530047130	shares held by VIH	99.43%

Srisakorn Vejvivat Company Limited

Type of Business	Private Hospital operating under the name “Vichaivej International Samutsakhon Hospital”		
Location	93/256 Mahachai Intersection, Sethakit 1 Road, Tasai Subdistrict, Muang Samutsakhon District, Samutsakhon Province 74000		
Telephone Number	(+6634) 410-700-6	Registered Capital	99,200,000 Baht
Facsimile	(+6634) 410-710	Paid-up Capital	99,200,000 Baht
Website	www.vichaivej.com	Common Stock	19,840,000 shares
Email	samutsakhon@vichaivej.com	Par Value	5.00 Bath
Number of beds	120 beds	The proportion of	
Registration Number	0105537019778	shares held by VIH	99.56%

Bangkok Orthopedic Hospital Company Limited

Type of Business	Private Hospital operating under the name "Vichaivej Yaekfaichai Hospital"		
Location	240/2-4 Charunsanitwong Road, Banchanghlor, Bangkoknoi, Bangkok 10700		
Telephone Number	(+662) 412-0055-60	Registered Capital	9,000,000 Bath
Facsimile	(+662) 412-7581-2	Paid-up Capital	9,000,000 Bath
Website	www.vichaivej.com	Common Stock	90,000 shares
Email	yeakfaichai@vichaivej.com	Par Value	100.00 Bath
Number of beds	49 beds	The proportion of	
Registration Number	0105525008687	shares held by VIH	99.99%

Srivichai Vocational School Company Limited

Type of Business	Occupational School operating to produce child and senior caretaker personnel		
Location	74/5 Moo 4, Phetkasem Road, Omnoi Subdistrict, Krathumbaen District, Samutsakhon 74130		
Telephone Number	(+662) 441-7899 Ext. 1703	Registered Capital	100,000 Bath
Facsimile	(+662) 813-4510	Paid-up Capital	100,000 Bath
Website	www.srivichai.ac.th	Common Stock	20,000 shares
Email	teacher@srivichai.ac.th	Par Value	5.00 Bath
Registration Number	0745553005535	The proportion of	
		shares held by VIH	99.98%

References

Securities Registrar

Thailand Securities Depository Company Limited
93 Ratchadaphisek Road, Dindaeng,
Bangkok 10400, Thailand
Tel. 02-009-9000 Fax 02 009-9991

Auditor

EY OFFICE COMPANY LIMITED
33rd Floor, Lake Rajada Office Complex
193/136-137 New Rajadapisek Road
Klongtoey District, Bangkok 10110, Thailand
Tel. 02-264-9090 Fax 02-264-0789-90

Risk Factors

The Company manages the business risk through supervision of the Risk Management Committee that is responsible for formulating risk management policy and risk management guideline, monitoring, assessing and improving operation plan in order to reduce risk caused by both internal and external factors. The Committee needs to ensure efficient risk management and control risk at an acceptable level in accordance to the Company policy, which recognizes the importance of risk management to cope with any situations and changing trends, both inside and outside the organization that change rapidly.

Strategic Risk

Have risk management to expand the business and manage income to meet the target

Risk from increased hospital industry competition

The private hospital business is highly competitive and is likely to be even more competitive in the future. Apart from competition with hospitals at the same level, the Company must also compete with low level private hospitals, as well as public hospitals that have also expanded their medical services such as opening after-hours clinics. In that case, the Company has augmented and expanded the service area by investing additionally in Vichaivej Heart Center, mobile medical unit service, Occupational Medicine Center, Sports Medicine Center, and midnight clinics in order to respond to community and customers residential surroundings.

Risk from emerging diseases and re-emerging diseases

COVID-19 has affected services and protection equipment of physicians, nurses, medical officers and patients and caused lack of equipment, high prices, lower number of patients, out-of-service clinics such as Dental Center, Anti-aging Center, and Sport Medicine Center. Due to that, the Company has changed services by delivering medicine and medical supplies to patients via postal mail, and providing vaccination service outside buildings as to reduce overcrowding.

Financial Risk

To have confidence in the investment, cash flow and income - expenditure according to the target

The uncertainty of payment from the Social Security Office

Because some hospital in Vichaivej Hospital Group have receiving from Social Security Office. Therefore, revenue from the flat rate cost and apart from flat rate cost, such as inpatient medical fees. with the constant cost of disease (DRG) which fixed budget in the whole country. In the 4th quarter, all hospitals that accept Social Security patients have receiving lower DRG rates than should be. Therefore, the private hospital has joined a meeting with the Private Hospital Association to request the Social Security Office to consider allocating additional budgets.

Risk of reliance on distributors of medicine and medical supplies

One of the important factors in providing medical services is the sufficient procurement of quality medicine and medical supplies. Due to COVID-19, medicine management and distribution has been impacted especially medicine for chronic diseases such as diabetes and hypertension that patients regularly require. Since there is an issue of manufacturing and import of medicines due to COVID-19, the Company makes orders of medicines for 6 months in advance as to update distributors of medicine and medical supplies about the demand.

Operation Risk

Has set up operational procedures, such as analyzing the work processes of hospital groups to find problems / risks / gathering information. Analyze the occurrence and impact of risks and find ways to prevent significant risks.

according to standard of hospital operation such as Hospital Accreditation (HA) or International Organization for Standardization (ISO).

Medical Device Risk

There are set up a working group of medical devices of the hospital group together with take the medical device program to manage including the development of management capability group leader in each hospital for good effectively, reduce maintenance costs, repair, calibration of medical equipment and the monitoring of the performance every quarter.

IT Risk

Vichaivej International Hospital Group Establish an IT Infrastructure Plan.

Used Virtualization Technology to save management costs, Maintenance cost and increase the efficiency of data processing. Information security systems have added protection equipment, attacks from external networks (Firewall) and provide a standard data backup system so that the information system is safe and able to serve patients continuously.

In copyright infringement, Vichaivej International Hospital Group have a policy the use of legitimate programs only. In addition, the hospital continuously develop the HIS system, which is an important factor in business operations to keep up with the changes.

Legal risks

Risk of lawsuits

As the hospital business provides medical care services, which relates to the life and health of the patrons, the Company and network hospitals are faced with the risk of being sued by persons receiving medical services. This may affect the Company's reputation and patrons' confidence in the Company and network hospitals. Furthermore, the Act on Court Proceedings for Consumer Cases B.E. 2551 (2008) has laid out a system in considering cases that enable patients to fight for their rights. Patients who have been wronged will receive speedy remedy as the Act provides patients the right to go to court. Businesses are therefore more likely to be sued by patrons or have to pay damages for medical services provided. It was then required of physicians to take out insurance in order to protect in case of lawsuits or damage

claims in part of workers who through their role have to set a plan for analyzing the work process of their unit in order to look out for any risks and prepare proper work system to prevent such risks from arising.

Risk from future changes in standards or regulations governing the Company

The enforcement of laws or new regulations, as well as the deliberation of the draft Patient Protection Act, which protects persons who have been wronged or received damages from health care services with the goal to compensate the patients in a timely manner without having to prove wrongdoing, may affect health care providers including the Company. There is also consideration of setting up a patient protection fund to pay for damages to patients, whereby the health care institutions have to make contribution to such fund according to the criteria and rate specified by the Patient Protection Commission. Therefore, the Company may not be able to guarantee that future changes to laws and regulations or issuance of new regulations or new policies related to the Company's business will not affect the Company's operations and business opportunities.

Risk from personal data breach

There are cases of violation of personal data which cause damages to data owner which is resulted from technology advancement in collection, use or disclosure of personal data. Personal Data Protection Act was announced on 27 May 2019 which would be effective 1 year later which was on 27 May 2020. However, some clauses were postponed to be effective for another 1 year which would be on 27 May 2021. In this regard, in 2020, the Company arranged trainings to educate officers on 2 October 2020 as to prevent damages to the Company from collection, use and disclosure of personal data. Moreover, related persons were assigned to review rules regarding data of patients, officers, customers, partners, etc. At present, the Company is recruiting a suitable person for a position of Data Protection Officer (DPO).

Shareholder

Srivichai Vejvivat Public Company Limited respects the rights of shareholders to obtain the required information to equally evaluate the Company's growth, in order to determine profitability and return for shareholder, and would disclose operating performance, financial position, as well as supporting true information as required by The Stock Exchange of Thailand (SET) and Securities and Exchange Commission, Thailand (SEC).

Relationships with shareholders and investors

Srivichai Vejvivat Public Company Limited is also responsible for providing accurate and complete information and listens to the opinion of shareholders and investors consistently. Shareholders and investors can contact us for information and provide comments directly to the Office of the Secretary of the Company at Tel. 0-2411-7899 Ext. 1707, 1708, Fax 0-2431-1404 or by e-mail: shares@vichaivej.com. The Company's annual plan has included development of channels for communication and activities to be held between the shareholders and investors and senior executives of the Company as follows.

A. The shareholders' meeting: The shareholders' meeting is important for the Company as directors and executives will attend the meeting to listen and answer questions raised by the shareholders.

B. Annual Report and information display: The Company prepares the annual report and provides information display in order for the shareholders and investors to acknowledge important corporate information. The Company also prepares the annual report in CD format to be distributed among shareholders.

C. Website: The Company offers information about the financial reports, lectures, annual reports, minutes of the shareholders' meetings and news about the Company on the Company's website www.vichaivej.com to give equal access to information among all the shareholders. Through the website, shareholders, investors, and stakeholders can make comments, as well as propose meeting agenda and candidate whom they think are qualified to be directors prior to the Company sending them meeting invitation letter via the website.

D. Contact with the Board of Directors and Company

Secretary: Shareholders can contact the Board of Directors, committees or directors at the add

Srivichai Vejvivat Public Company Limited
74/5 Moo 4 Petchkasem Road, Omnoi Subdistrict,
Krathumban District, Samutsakhon Province 74130
Tel. 0-2441-7899 Ext. 1707, 1708 Fax 0-2431-1404
or E-mail: shares@vichaivej.com

The Company Secretary is responsible for receiving documents sent to the Board of Directors and submitting them to the committee or director involved and at the same time will prepare a summary of all suggestions and issues to be brought to the attention of the Board of Directors each month. This, however, does not include letters sent to the Audit Committee, which will be sent directly to the Audit Committee.

E. Newsletters (Media Relations): The Company disseminates information on the progress of business and public relations activities of the Company through various media relationship forms, such as radio, newspapers and public websites, as well as the website of the Company to promote activities, such as corporate social responsibility (CSR), medical knowledge sharing, community engagement, as well as other internal activities of Vichaivej Hospital.

F. Evaluation of information disclosure: Srivichai Vejvivat Public Company Limited would provide a questionnaire to evaluate the efficiency of information disclosure every time there is a meeting with shareholders, investors and analysts, as these will serve as a guideline in determining the efficiency of the information disclosure.

Srivichai Vejvivat Public Company Limited would like to thank all shareholders and investors for providing information to the Company via different channels on how to improve the operations and make it more efficient in order to create more value to the Company and to the shareholders.

Dividend Policy



The Company's policy is to pay dividend to shareholders at a rate not less than 50 per cent of net profit after tax and net of all reserves required by law based on the separated financial statements. However, the payment of dividend will depend on the cash flow, investment plan, contract terms and conditions that the Company is bound, including legal restrictions, necessity and other matters appropriate in the future. The resolution of the Board of Directors' approval for dividend payment will have to be proposed for approval by the general meeting of shareholders, unless it is an interim dividend payment whereby the Board of Directors has authority to approve the payment. However, such interim dividend payment has to be reported to the shareholders' following meeting.

Dividend Payout Information

Dividend payments details	Unit	2019	2018	2017
1. Net profits	Million Baht	158.48	105.33	105.11
2. Net Profit as legal reserve	Million Baht	150.55	100.06	99.85
3. Number of shares	Million shares	570.67	570.67	570.67
4. Dividend payment	Baht per share	0.14	0.12	0.12
5. Total dividend payments	Million Baht	79.89	68.48	68.48
6. Payout ratio**	percent	53.06	68.44	68.57

** Payout ratio refers to net profit after income tax and various reserves all types as required by law.

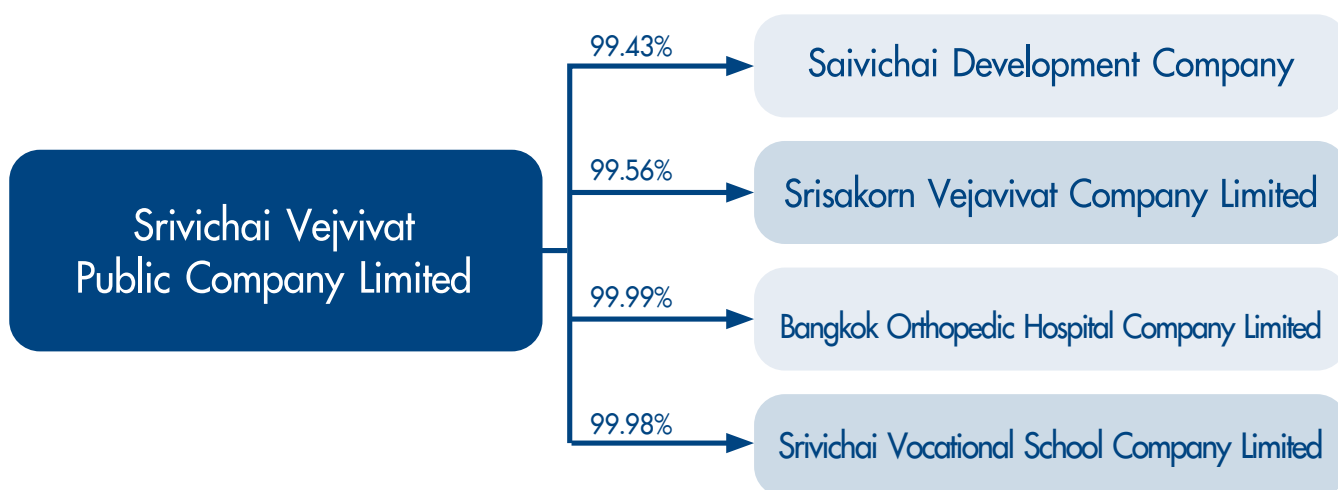
Remark : 1. Use the net profit of the separate financial statements to calculate.

2. The Board of Directors resolved to set dividend payment rate at Baht 0.14 per share, for further proposal to the shareholders' general meeting year 2020 for approval, on April 24, 2020.

Shareholding and Management Structure

Shareholding Structure and the Company Group Structure

Shareholding Structure of the Company as at 31 December 2020



The details of the registered capital of Srivichai Vejvivat Public Company Limited and subsidiaries companies as at 31 December 2020

Company	Registered Capital (Baht)	Paid-up Capital	Bed	Number of shares	Holding shares	
					No.shares	%
Srivichai Vejvivat Public Company Limited :Vichaivej International Hospital Omnoi	570,666,666	570,665,433	196	570,666,666	-	-
Subsidiaries						
Saivichai Development Company Limited :Vichaivej International Hospital Nongkhaem	150,000,000	150,000,000	118	30,000,000	29,829,500	99.43
Srisakorn Vejvivat Company Limited :Vichaivej International Hospital Samutsakhon	99,200,000	99,200,000	120	19,840,000	19,752,654	99.56
Bangkok Orthopedic Hospital Company Limited : Vichaivej Yaekfaichai Hospital	9,000,000	9,000,000	49	90,000	89,998	99.99
Srivichai Vocational School Company Limited :Srivichai Vocational School	100,000	100,000	-	20,000	19,996	99.98

Shareholding Structure

The first 10 major shareholders as at December 30, 2020 are as follows:

Name	As of 30 Dec 2020		As of 28 Dec 2019		change	
	No.of shares	% of Paid up Capita	No.of shares	% of Paid up Capita	+/(-)	%
1. BBTV Equity Company Limited	114,240,000	20.02	114,240,000	20.02	-	-
2. Bavomrat Vanadurongwan, M.D.	85,196,107	14.92	82,496,107	14.46	2,700,000	3.27
3. Pat Rojmahamongkol, M.D.	78,556,000	13.77	78,556,000	13.77	-	-
4. Rungsima Wanitphakdeedecha,M.D.	78,555,999	13.77	78,555,999	13.77	-	-
5. Patcharapan Vanadurongwan, Ms	28,000,000	4.91	28,000,000	4.91	-	-
6. Saowakol Mekasawad, Ms	6,994,453	1.23	8,859,300	1.55	(1,864,847)	(21.05)
7. Thongchai Wachirararotphaisan, Mr	6,550,000	1.15	6,080,000	1.07	470,000	7.73
8. Asso.Prof.Vichai Vanadurongwan,	4,792,320	0.84	4,792,320	0.84	-	-
9. Mongkon Wanitphakdeedecha,M.D.	3,940,107	0.69	3,940,107	0.69	-	-
10.Prut Rojmahamongkol,Mr	3,940,106	0.69	3,940,106	0.69	-	-

Remark : Remark: Refer to the Thailand Securities Depository Company Limited (TSD)

Shareholding structure classified by shareholding party categories As of December 30, 2020

Shareholder Category	Number	No. of shares	%
Legal entity			
Thai nationality	6	117,399,256	20.57
Foreign nationality	6	1,247,760	0.22
Total legal entity	12	118,647,016	20.79
Ordinary person			
Thai nationality	4,404	451,940,151	79.20
Foreign nationality	2	78,266	0.01
Total Ordinary person	4,406	452,018,417	79.21
Total	4,418	570,665,433	100.00

Shareholding structure classified by shareholding ratio As of December 30, 2020

Shareholder Category	Number	No. of shares	%
Legal entity			
Holding shares over 0.5%	2	117,283,737	20.55
Holding shares not over 0.5% but not less than 1 board lot	10	1,363,279	0.24
Holding shares less than 1 board lot	0	0	0.00
Total legal entity	12	118,647,016	20.79
Ordinary person			
Holding shares over 0.5%	17	323,326,053	56.66
Holding shares not over 0.5% but not less than 1 board lot	3,857	128,675,861	22.55
Holding shares less than 1 board lot	532	16,503	0.00
Total ordinary person	4,406	452,018,417	79.21
Total	4,418	570,665,433	100.00

Remark: Refer to the Thailand Securities Depository Company Limited (TSD)

The company not have any Shareholders' Agreement between major shareholders with possible impact on the issuance and offering of securities or on the management of the company, co-signed by the company



Statement of change in Shareholdings of directors and management executives (Based on the SEC's definitions)

Name	Type	30 December 2020	Bought during fiscal period	Sold during fiscal period	30 December 2019
Assoc. Prof. Vichai Vanadurongwan, M.D., Ph.D., FIMS (Husband of Saisunee Vanadurongwan)	Direct	4,792,320	-	-	4,792,320
Ass. Prof. Saisunee Vanadurongwan, M.D. (Wife of Vichai Vanadurongwan)	Direct	3,841,624	-	-	3,841,624
Virah Mavichak, Mr.	Direct	-	-	-	-
By Spouse and Minor	Indirect	-	-	-	-
Surin Premamornkit, Mr.	Direct	-	-	-	-
By Spouse and Minor	Indirect	-	-	-	-
Visut Montriwat, Mr.	Direct	-	-	-	-
By Spouse and Minor	Indirect	-	-	-	-
Pomtep Siriwanarangsun, MD., MPH., Ph.D	Direct	-	-	-	-
By Spouse and Minor	Indirect	-	-	-	-
Pongsak Vathana, M.D.	Direct	2,173,571	345,000	-	1,828,571
By Spouse and Minor	Indirect	-	-	-	-
Nopporn Tirawattanagool, Miss	Direct	-	-	-	-
By Spouse and Minor	Indirect	-	-	-	-
Tinnawat Mahatharadol, Mr.	Direct	-	-	-	-
By Spouse and Minor	Indirect	-	-	-	-
Vilawan Vanadurongvan, Miss	Direct	-	-	-	-
By Spouse and Minor	Indirect	-	-	-	-
Mongkon Wanitphakdeedecha M.D., M.Sc.	Direct	3,940,107	-	-	3,940,107
By Spouse and Minor	Indirect	78,555,999	-	-	78,555,999
Prut Rojmahamongkol, Mr.	Direct	3,940,106	-	-	3,940,106
By Spouse and Minor	Indirect	78,556,000	-	-	78,556,000
Sakda Tungchiwatanakorn, Dr.	Direct	1,720,416	-	-	1,720,416
By Spouse and Minor	Indirect	13,500	-	-	13,500
Nichapa Roenthongdee, Miss	Direct	-	-	-	-
By Spouse and Minor	Indirect	-	-	-	-
Total		177,533,643	-	-	177,188,643

The directors and management executives holds 177,533,643 shares, representing 31.11 % of the Company's paid-up capital.

Remark: Executives refer to the first four executives and the equivalent of four executives from the Company's Chief Executive Officer, including executives in accounting or finance, in accordance with the law. With Securities and Stock Market

Management Structure

Board of Directors

As of December 31, 2020, the Board of Directors is comprised of 12 Directors as followed: 6 non-executive directors, 4 of which are independent directors and 6 executive director namely:

Name - Surname	Position	Appoint Date
Non-Executive Directors		
1.Virah Mavichak, Mr.	Independent director Chairman of Nomination and Remuneration Committee	First term: February 22, 2011 - March 30, 2012 Second term: March 30, 2012 - April 24, 2015 Third term: April 24, 2015 - April 21, 2018 Fourth term: April 21, 2018 - Present
2.Surin Premamornkit, Mr.	Independent director Audit Committee Nomination and Remuneration Committee	First term: February 22, 2011 - April 5, 2013 Second term: April 5, 2013 - April 22, 2016 Third term: April 22, 2016 - April 22, 2019 Fourth term: April 22, 2019 - Present
3.Visut Montriwat, Mr.	Independent director Chairman of Audit Committee Nomination and Remuneration Committee Chairman of Corporate Governance Committee	First term: February 22, 2011 - April 5, 2013 Second term: April 5, 2013 - April 22, 2016 Third term: April 22, 2016 - April 21, 2018 Fourth term: April 21, 2018 - Present
4.Porntep Siriwanarangsun, MD., MPH., Ph.D	Independent director Audit Committee Director	First term: February 19, 2016 – April 29, 2017 Second term: April 29, 2017– April 24,2020 Third term: April 24, 2020 - Present
5.Nopporn Tirawattanagool, Ms.	Director Working Group for Financial and Investment Planning	First term: October 17, 2014 – April 29, 2017 Second term: April 29, 2017– April 24,2020 Third term: April 24, 2020 - Present
6.Tinnawat Mahataradol, Mr.	Director Working Group for Financial and Investment Planning	First term: October 17, 2014 – April 29, 2017 Second term: April 29, 2017– April 24,2020 Third term: April 24, 2020 - Present
Executive Directors		
7.Assoc.Prof.VichaiVanadurongwan, M.D.,Ph.D.,FIMS	Chairman of the Board	First term: February 22, 2011 - March 30, 2012 Second term: March 30, 2012 - April 24, 2015 Third term: April 24, 2015 - April 21, 2018 Fourth term: April 21, 2018 - Present
8.Ass.Prof.Saisunee Vanadurongwan, M.D.	Vice Chairman Chief Executive Officer (CEO) Nomination and Remuneration Committee	First term: February 22, 2011 – April 25, 2014 Second term: April 25, 2014 – April 29, 2017 Third term: April 29, 2017– April 24,2020 Fourth term: April 24, 2020 - Present
9.Pongsak Vathana,M.D.	Director Deputy Chief Executive Officer	First term: February 22, 2011 - March 30, 2012 Second term: March 30, 2012 - April 24, 2015 Third term: April 24, 2015 - April 21, 2018 Fourth term: April 21, 2018 - Present
10.Vilawan Vanadurongvan, Ms.	Director Deputy Chief Executive Officer Chairman of Risk Management Committee Nomination and Remuneration Committee Chairman of Working Group for Financial and Investment Planning	First term: April 25, 2014 - April 22, 2016 Second term: April 22, 2016 - April 22, 2019 Fourth term: April 22, 2019 - Present
11.Mongkon Wanitphakdeedecha, M.D.,M.Sc.	Director Deputy Chief Executive Officer Nomination and Remuneration Committee Working Group for Financial and Investment Planning	First term: February 22, 2011 - April 25, 2014 Second term: April 25, 2014 - April 22, 2016 Third term: April 22, 2016 - April 22, 2019 Fourth term: April 22, 2019 - Present
12.Prut Rojmahamongkol,Mr.	Director Working Group for Financial and Investment Planning	First term: April 29, 2017- April 22, 2019 Fourth term: April 22, 2019 - Present

In the year 2020, there are no directors of the company who resigned from office during the year

Structure of the Board of Directors

According to the Company's articles of association, the Board of Directors shall consist of at least five members. Not less than half of the number of such directors must reside in the Kingdom of Thailand.

Appointment of Directors

The appointment of directors are prescribed in the Company's article of association, which can be summarized as followed:

1. Each shareholder shall have a number of votes equal to the number of shares held multiplied by the number of the directors to be elected;
2. Each shareholder may exercise all the votes he or she has under (1) to elect one or several persons as director or directors. If several persons are to be elected as directors, the shareholder may allot his or her votes to any person in any number;
3. After the vote, the candidates shall be ranked in order descending from the highest number of votes received to the lowest, and shall be appointed as directors in that order, until all of the director positions are filled. Where there is an equality of votes cast for candidates in descending order causing the number of directors to be exceeded, the remaining appointments shall be made by drawing lots.
4. In case of a vacancy on the Board of Directors otherwise than by rotation, the Board of Directors shall elect any person who is qualified and not subject to prohibition under the laws as a replacement director at the next meeting of the Board of Directors, except in the case where the remaining term of office of such director is less than two months. The replacement director shall hold the office only for the remaining term of the director whom he replaces.

Removal and Termination of Directors

1. At every annual general meeting, one-third of the number of the directors shall vacate the office. If the number is not a multiple of three, then the number nearest to one-third must retire from the office.

2. Other than vacancy by rotation, the director shall vacate the office upon:

- (1) death;
- (2) resignation;
- (3) lack of qualifications or subject to prohibition under the law;
- (4) being removed by resolution of the shareholders meeting by voting of not less than three-fourths of the number of the shareholders present and entitled to vote and having shares in aggregate not less than one-half of the number of shares held by the shareholders present and entitled to vote;
- (5) being removed by the court order.

3. Any director wishing to resign from the director position shall submit the resignation letter to the Company. The resignation shall take effect upon the date on which the resignation letter reaches the Company.

The term of office of Directors.

At every annual general meeting, one-third of the number of the directors shall vacate the office. If the number is not a multiple of three, then the number nearest to one-third must retire from the office. After these Articles of Association become effective, the directors to retire from office pursuant to the first paragraph in the first and the second years shall be determined by ballots. In every subsequent year the directors who have served longest in office shall retire. Upon an occasion where several directors who have been in office for an equal length of time exceed the number of directors to retire from office for such time, the directors due to retire shall be determined by ballots. A retiring director based on the foregoing shall be eligible for re-election.

Duties and Responsibilities of the Chairman

The Company stipulates that the Chairman and Chief Executive Officer must not be the same person. The Chairman's duties and responsibilities include the following: The Chairman's duties and responsibilities include the following:

1. Call Board meetings, chair Board meetings and shareholders' meeting, as well as set meeting agenda in collaboration with the President.

2. Attend Board meetings and shareholders' meetings, ensure efficient meetings in compliance with Company's rules and regulations, while encouraging directors to express their independent views with adequate information provided.

3. Encourage the Board to work with their utmost ability, based on their duties and responsibilities, under corporate governance, and support the work of the President.

4. Supervise and follow up the work of the Board and other sub-committees to ensure that Company's objectives are reached.

5. Cast a decisive vote in Board meetings in case of equal votes of both sides.

Duties and Responsibilities of the Board of Directors

1. Supervision and management of the Company and subsidiary companies to be in accordance with the laws, objectives and regulations of the Company and its subsidiaries as well as the resolution of the shareholders, except in matters that require approval by the shareholders before proceeding, for instance matters that need approval from the shareholders' meeting, related party transactions and purchase or sale of major assets by the rules of the Stock Exchange of Thailand and the Office of the SEC or other government agencies as required and so on.

2. Review and approve key matters namely the policy, work plan and budget, investment in projects not included in the annual budget, management structure, authority in management of policy relating to compliance transactions or any actions that may affect the financial condition, liabilities, business status and reputation of the Company and its subsidiaries, interim dividend payment as well as other matters stipulated by the Stock Exchange or the law.

3. Overseeing the management operations to comply with the policy, plan and budget that have been approved.

4. To consider and approve the appointment of a person who is qualified and has no prohibited characteristics as defined in the Public Companies Limited Act B.E. 2535 (1992) (including the amendments) and securities and exchange laws as well as notifications, provisions, and/or relevant regulations, when Director position is vacant by other causes apart from by rotation, and the appointment of the Chief Executive Officer of the Company and subsidiaries.

5. To consider appointment and assignment of the role of Committees as follows:

5.1 Establish Committees as deemed appropriate and necessary to perform the responsibilities of the Board of Directors including Audit Committee, Executive Committee, Nomination and Remuneration Committee and Risk Management Committee, etc.

5.2 Consider and approve the role of the Committees, as well as changes in the composition of Committees that have been appointed.

6. Oversee the interests of both major and minor shareholders fairly and treat shareholders and stakeholders justly.

7. Provide a balance of management and/or major shareholder in the appropriate level. It is important to maintain a good ratio or number of independent directors on the Board of Directors of the Company.

8. Ensure that the Board of Directors receives adequate information from management to perform their authorized role, duty and responsibility fully.

9. Ensuring a transparent operation and management of the Company, including related party transactions between the Company and subsidiaries and related parties in order to prevent conflicts of interest by providing accurate and adequate information disclosure, as well as reporting to the Board of Directors regularly.

10. Consider determining and changing the names of Authorized Directors who have the authority to bind the Company and its subsidiaries.

11.To provide the accounting system, financial reporting and credible auditing, as well as a system of internal control and internal audit that is effective and efficient, and to approve changes in policies and practices that have material effect on accounting and internal control of the Company and subsidiaries.

12.Authority to do as following can only be made upon receiving approval from the shareholders' meeting first. For matter where there may be Director or person who may have disagreement, stake or conflicts of interest in the Company or subsidiaries, it is stipulated that that Director who has a stake in the matter shall have not rights to cast a vote for that matter.

12.1 The matter which the law requires the resolution of the shareholders' meeting.

12.2 To perform transaction where Director will have a stake and required by the law or the Stock Exchange of Thailand to receive the approval from the shareholders' meeting.

13.The Board of Directors may authorize a Director or many Directors or other person to perform either one act on behalf of the Board of Directors. This authorization does not include the authorization or sub-authorization that allows the Director or authorized person to approve transaction where the Director or authorized person may have conflicts of interest with the Company or subsidiaries. It is a requirement to seek approval from the shareholders' meeting in all related transactions and the acquisition or selling of important assets of the Company and its subsidiaries, in line with the requirements of the Stock Exchange of Thailand and the Office of the Securities and Exchange Commission, and/or other relevant government agencies.

Executive Director (As defined by the SEC)

As of December 31, 2020, Executive Director is comprised of 6 Directors as followed:

1. Asst. Prof. Saisunee Vanadurongwan,M.D.
Chief Executive Officer
2. Pongsak Vathana,M.D.
Deputy Chief Executive Officer

3. Mongkon Wanitphakdeedecha M.D.,M.Sc.
Deputy Chief Executive Officer
4. Vilawan Vanadurongvan
Deputy Chief Executive Officer
5. Sakda Tangchitwatanakorn
(be on duty) Deputy Chief Executive Officer And
Chief Financial Officer (CFO)
6. Nichapa Roenthongdee
Finance Accounting Manager

Company Secretary

The Board of Directors appointed the company secretary to take responsibilities in providing advices to the Board and executives regarding the applicable laws and regulations that the Board must recognize and act upon, the corporate governance policies as well as the arrangement of the Board of Directors meetings and the annual general meeting of shareholders. The company secretary must also monitor and coordinate to ensure that the Board and shareholders' resolutions are fully complied. The company secretary is also assigned to keep Company's important documents as required by the laws. The Company has assigned a person who holds the department manager of the Corporate Management Office to perform the duties as the company secretary, presently Asst.Prof.Rachada Fongtanakit, Ph.d. holds such position; as history following.

Asst.Prof.Rachada Fongtanakit

Education and Experience

- Doctor of Philosophy Program in Development Administration, Executive Development Suan Sunandha Rajabhat University
- Public Management and Public Sector Honors Master of Public Administration, National Institute of Development Administration
- Bachelor of Communication, the Honor: Faculty of Communication Arts. Chulalongkorn University
- Bachelor of Administration, Sukhothai Thammathirat University.

Working Experience

- Deputy Director of Managing and Operation of Vichaivej International Hospital Omnoi.
- Director and Secretary of the executive committee.
- Director and the Corporate Governance Committee
- Company Reporting Program (CRP) 2/2011
- Company Secretary Program (CSP) 41/2011
- Effective Minute Taking (EMT) 20/2011
- Board Reporting Program (BRP) 9/2012
- Company Secretary Program (FPCS) 26/2013
- Directors Certification Program, 185/2014
- Corporate Government for Executive 3/2015
- Anti-Corruption: The Practical Guide (ACPG) 2016
- Advances for Corporate Secretaries 2/2017

The highest responsibility in accounting and finance (CFO) and accounting supervisor

The company realizes the importance of financial reporting to be a quality together with the guidelines of The Securities and Exchange Commission, Thailand (SEC), in order that the company has a person with the highest responsibility in accounting and finance and accounting supervisors who qualifications as prescribed in the Notification of the Capital Market Supervisory Board. The person with the highest responsibility in accounting and finance has more than 5 years of experience in accounting and finance, completed continuous training in accounting and the supervisor of accounting is the bookkeeper according to the announcement of the Department of Business Development more than 5 years of experience in accounting and finance and undergoing training in accounting with details as follows

Chief finance Officer

Sakda TangchitwatanaKorn, Ph.D.

Education and Experience

- Ph.D. Public administration, Taksin University.
- Master of Business Administration, Burapha University
- Bachelor of Laws Faculty of Law, Sukhothai Thammathirat University.
- Bachelor of Accounting, Faculty of Commerce and Accounting, Thammasat University.

Accounting or Finance Experience in the past 5 years.

- Chief finance Officer, Srivichai Vejvivat Public Company Limited

Training in accounting knowledge in 2020

- What should IR prioritize in a crisis (In the light of COVID-19 and other crisis) (1 Hours)
- COSO ERM 2017 (1.5 Hours)
- Capital structure and funding strategy (2 Hours)
- Disclosure of Management Discussion and Analysis, MD&A (1 Hours).
- Effects of the COVID-19 outbreak on listed companies and preparation for the closing of financial statements

for the year 2020

Remuneration of Directors and Executives

Monetary Remuneration

a) Remuneration of Board of Directors

Remuneration for the Board of Directors from fiscal year ended 31 December 2020 as the followings:

Name	Meeting Fee (Baht)							
	Board of Directors	Audit Committee	Financial and Investment Planning	Nomination and Remuneration Committee	Evaluation of the CEO	Corporate Governance Committee	Monthly Compensation (per year)	Total
Non-Executive Directors								
Virah Mavichak	108,000	-	-	12,000	12,000	-	120,000	252,000
Surin Premamornkit	108,000	108,000	-	9,000	-	-	120,000	345,000
Visut Montriwat	99,000	144,000	-	9,000	9,000	12,000	120,000	393,000
Pomtep Siriwanarangsun	108,000	108,000	-	-	-	-	120,000	336,000
Nopporn Tirawattanagool	108,000	-	45,000	-	-	-	120,000	273,000
Tinnawat Mahataradol	108,000	-	45,000	-	-	-	120,000	273,000
Executive Directors								
Vichai Vanadurongvan	180,000	-	-	-	-	-	-	180,000
Saisunee Vanadurongwan	144,000	-	-	7,000	-	-	-	151,000
Pongsak Vathana	70,000	-	-	-	-	-	-	70,000
Vilawan Vanadurongvan	84,000	-	60,000	7,000	7,000	-	-	158,000
Mongkon Wanitphakdeedecha	84,000	-	35,000	7,000	-	-	-	126,000
Prut Rojmahamongkol,Mr.	77,000	-	28,000	-	-	-	-	105,000
Total	1,278,000	360,000	213,000	51,000	28,000	12,000	720,000	2,662,000

The Company had grant monthly compensation to Non-Executive Directors as a total of Baht 720,000. Anyway all remunerations are approved by shareholder meeting.

b) Remuneration of Executive (Identified only as compensation executives)

In 2020, the Company and its subsidiaries paid compensation in the form of salaries, bonuses and other compensation to Executive (As defined by the SEC) of the company's total of six persons in the amount totaling 31,507,765 Baht (in the form of salary, bonus and provident fund. And other remuneration is paid in the administration)

Determination Remuneration of Directors and Executives

Currently, the company has established a Nomination and Remuneration Committee to consider the remuneration for the Board of Directors and committees whereby the remuneration includes meeting attendance fee, salary, bonuses, shares and other related benefits, and present to the shareholders' meeting for consideration and approval.

For remuneration of senior executives the Company has established the evaluation based on the guidelines of the Board of Director and the Human Resources Department for each level executives in connection with the Company's operating results and performance of each executive.

Board of Directors Meeting

The Company has scheduled a year in advance by the Board of Directors held a meeting every month to keep you informed of Directors meeting scheduled in advance and can set aside time to attend all sessions of the meeting will be set the agenda in advance and shall continue to follow the work assigned by the Secretary of the Company has delivered notice of the meeting and the agenda at least seven working days to provide the Board of Director with sufficient time to study previous attendance.

The number of meeting and the amount of annual gratuity for the Board of Directors as the followings:

Name	Attendance/Number of Meeting													
	Board of Directors		Nomination and Remuneration Committee		Audit Committee		Financial and Investment Planning		Risk Management Committee		Corporate Governance Committee		Evaluation of the CEO	
	2020	2019	2020	2019	2020	2019	2020	2019	2020	2019	2020	2019	2020	2019
Assoc.Prof.Vicha Vanadurongwan, M.D.,Ph.D.,FIMS	12/12	14/14	-	-	-	-	-	-	-	-	-	-	-	-
Ass.Prof.Saisunee Vanadurongwan,M.D.	12/12	14/14	1/1	1/1	-	-	-	-	-	-	-	-	-	-
Virah Mavichak	12/12	14/14	1/1	1/1	-	-	-	-	-	-	-	-	1/1	1/1
Surin Premamornkit	12/12	13/14	1/1	1/1	12/12	12/12	-	-	-	-	-	-	-	-
Visut Montriwat	11/12	12/14	1/1	1/1	12/12	11/12	-	-	-	-	1/1	1/1	1/1	1/1
Porntep Siriwanarangsun, MD., MPH., Ph.D	12/12	14/14	-	-	12/12	12/12	-	-	-	-	-	-	-	-
Pongsak Vathana,M.D.	10/12	14/14	-	-	-	-	-	-	-	-	-	-	-	-
Vilawan Vanadurongvan	12/12	13/14	1/1	1/1	-	-	5/5	7/7	16/16	20/20	-	-	1/1	1/1
Nopporn Tirawattanagool	12/12	14/14	-	-	-	-	5/5	7/7	-	-	-	-	-	-
Tinnawat Mahataradol	12/12	14/14	-	-	-	-	5/5	7/7	-	-	-	-	-	-
Mongkon Wanitphakdee-decha M.D.,M.Sc.	12/12	13/14	1/1	1/1	-	-	5/5	7/7	-	-	-	-	-	-
Prut Rojmahamongkol,Mr.	11/12	12/14	-	-	-	-	4/5	6/7	-	-	-	-	-	-

Remark : 1. In 2020, the company has provided the Board of Directors of a total of 10 times by attending the AGM 1 time and Special Session 1 time,overall to 12 times.

2. Mr. Virah Mavichak resigned from the position of Chairman of the Audit Committee and Audit Committee due to health problems. But continue to be an independent director of the company with effect from 1 April 2018 and according to the resolution of the Audit Committee appointed Mr.Visut Montriwat as Chairman of the Audit Committee with effect from 7 April 2018.

Non-executive directors Meeting

Development of good corporate governance and for independence in making suggestions that beneficial to management team. The Board of Directors has determined the non-executive directors to have private meeting and hold a meeting at least once a year without paying meeting allowances, start from 2021.

Employees

As at December 31, 2020, the Company and its subsidiaries employ. (Excluding directors and executive of the Company and its subsidiaries) amounted to 2,360 people, with details as follows:

Category	Number of employees As of December 31, 2020
Doctor	618
Nurses and nursing assistants	680
Medical operations and support staff	244
General staff	818
Total	2,360

Employee Compensation

The Board of Directors has set clear and concrete guidelines and guidelines on compensation and welfare to the employees in line with the performance of the organization and associate the performance of the employees as follows

- Short-term returns the company has set a compensation plan that can be appropriately aligned with the overall pay rate of other organizations in the same business to maintain and enhance human resource competitiveness for the organization. In addition, the Company has set a bonus for each year's performance, linked to the performance of its employees, in order to motivate its employees to achieve their goals in the year.
- Long-term return the company has set a remuneration policy to maintain and motivate its employees to perform their work in the long run in the future, such as the annual wage, living expenses, contribution to Provident Fund and other benefits.

The Board of Directors has set policies and practices regarding compensation and benefits to employees are clear and tangible to comply with the operating results of the company in both the short and long term. Employees of the Company will receive benefits including salaries, overtime pay, benefits, annual funds and other grants, the provident fund and also receive financial assistance for medical treatment and other benefits such as vacation leave, maternity leave etc. During the fiscal year ended December 31, 2020, total compensation of employees as as 665.75 million baht.

Provident Fund

The Company and its subsidiaries and employees have jointly established a fund on February 1, 2007 with TMB Asset Management Co., Ltd., with the aim to build morale among the staff and to motivate employees to work with the Company and its subsidiaries in the long term. Later, the Company and its subsidiaries have changed from TMB Asset Management Limited to American International Assurance Co., Ltd. (Thailand) and the Company has appointed American. International Assurance Co., Ltd. (Thailand) to manage the provident fund of the Company and its subsidiaries on October 1, 2011 to the present.

Other Compensation

The Company and its subsidiaries give to other compensation in medical fees welfare and uniform.

Personnel Development Policy

The company has a policy of human resource development in accordance with the vision, mission and goals of business operation by developing personnel to have knowledge of operating and maintenance personnel with the ability to work with the company long term and have career advancement. The company has provided training regularly in addition to training also focuses on the need for training of personnel at all levels in each department, and will consider the training provided is appropriate to the standard career based of each career. The Company has determined that all employees must be trained not less than 20 hours / person / year especially medical staff.

However, the average number of training hours per employees of the Company the year 2020 equal to 21.97 hours / person / year. This is in accordance with the policy set forth by the Company.

Safety supervision, Hygiene and Environment in workplace

The company cares and commitment to provide employees and surrounding community are safe in every way such as sanitation and has good environment. It establishes guidelines to ensure safety in the workplace as required by law.

However, the statistics of accident from working or Injury / illness Severity rate of employees in 2020, equal to 3.01 percent of the total employees in the company.

Labor disputes over the past three years

The Company and subsidiary has no significant labor disputes in the last three years. As at December 31, 2020 the company has employs totaling of 2,360 people and not have any strike or any protest.

Corporate Governance



The company respects the rights of shareholders, equitable and accountable to stakeholders to make organizational structure, workflow and process management and operational efficiency. Which is Board of Directors and management have a vision and have responsible for the company's transparency, ethics and accountability including the adequacy of the internal control and monitoring systems.

The Company has had a clearly written corporate governance policy and requires that one responsibility of directors, executives, and employees of Company and its affiliates is to acknowledge and comply with this policy. The Company is to regularly revise the policy, principles, and guidelines in line with its strategies and the approach of corporate governance for listed companies under the Stock Exchange of Thailand (SET). Last updated in 2016, the policy together with its guidelines underwent amendment this year. The contents are now more clearly

classified, encompassing key corporate governance principles. The Company publicized the revised policy, principles, and guidelines on its www.vichaivej.com to enable those interested to examine and download them. Below are the elements of the corporate governance policy by the principle comprises of 5 categories, namely:

1. Rights of Shareholders
2. Equitable Treatment of Shareholders
3. Role of Stakeholders
4. Disclosure and Transparency
5. Responsibilities of the Board of Directors

The Company recognizing and valuing the principles of good corporate governance, the Company strictly conform to the rules and regulations in accordance to the corporate governance principles, which can be divided into five articles as follows:

Article 1: Right of Shareholders

The protection of rights of shareholders and facilitate to exercise their rights on various matters as follows:

1.1 Shareholders' rights protection policy

The Board of Directors values the rights of shareholders and encourages shareholders to exercise their rights including basic rights of the shareholders by law namely the right to sell, buy, or transfer shares; the right to receive the dividend equally; the right to receive sufficient information; the right to attend shareholders' meetings; the right to propose an agenda; the right to vote at shareholders' meeting to appoint or dismiss directors; determine the remuneration of directors; appointment of auditor and determine the audit fee; and determine issues that fundamentally affects the Company, which may include any changes to the articles of association, memorandum of associations and the decrease or increase share capital and the approval of any special items.

The Board of Directors also set the best practice to look after the interest of shareholders beyond their basic legal rights by providing the right to get any significant Company information on a timely and sufficient basis such as the results of operations, analysis of its operations, the credit rating, and newsletter to shareholders via the company's Home Page that is accessible and convenient

1.2 Shareholders' Meeting

The Company has scheduled Annual General Meeting of Shareholders 1 time within 4 months after the fiscal year. If there is an urgent matter that relates to certain conditions, rules or applicable law that needs shareholders' approval, the Company will call an Extraordinary General Meeting of Shareholders.

The Board of Directors has a policy to support and encourage all types of shareholders, including institutional shareholders to attend the shareholders' meeting by requiring the invitation letter of Annual General Meeting of Shareholders to clarify on details about registration procedures and documents used to register for each type of shareholders including 3 types of proxy consisting of Form A, Form B and Form C. Meeting documents can be downloaded through Company's website at least 30 days

before the meeting. By the year 2020, the Company's Annual General Meeting of Shareholders on April 24, 2020 and has published a Notice of AGM complete both in Thailand and in English on the website of the Company on March 23, 2020.

1.2.1 Pre-proceeding of the Meeting

- The Company gives an opportunity to shareholders to propose agenda of the meeting, nominate qualified persons for appointment as a director, and send questions related to the agenda, prior to the Annual General Meeting of Shareholders under the criteria set by the Board of Directors and disclosed to shareholders thorough SEC's News the Company's Home Page starting on October 9, 2019

- The Company gives an opportunity to shareholders to propose agenda of the meeting, nominate qualified persons for appointment as a director, and send questions related to the agenda, prior to the Annual General Meeting of Shareholders under the criteria set by the Board of Directors and disclosed to shareholders thorough SEC's News the Company's Home Page.

- The Company prepares the Notice of the Annual General Meeting of shareholders and related documents in both Thai and English languages (for the convenience of foreign shareholders) with complete details, including information about the date, time, and location of the meeting, meeting agenda with a statement indicating the reasons and opinion of the board of directors, issues to take into consideration, proxy forms as set by the Ministry of Commerce, rules and procedures in attendance and the process of voting on each agenda.

- The Company discloses the Notice of Annual General Meeting of Shareholders to shareholders and enclosures through the SET's news and Company's Home Page at least 21 days before the meeting. The Company sends the Notice and enclosures to the shareholders by registered mail at least 21 days before the meeting, which over the time period set by law. The Notice of Annual General Meeting of Shareholders will be advertised in the daily newspapers in the English version and Thai version for 3 consecutive days and 3 days before the meeting.

1.2.2 Proceeding of the Meeting

- The Company sets date, time, and place of the meeting of shareholders with consideration to the convenience of the shareholders. The place of the meeting is adequate and easy access (accessible by public bus).and The Company allows shareholders to register for the meeting 2 hours before the meeting starts and organizes easy document checking system.

- The Company provides the use of a proxy form by shareholders who are unable to attend the meeting to appoint a person or an independent director to attend the meeting and cast votes on their behalf. Shareholders can use the Proxy Form A., B., or C. (for Custodian) as specified by Department of Business Development or the Proxy Forms provided in the Company's Website. The Company encourages shareholders to use Proxy Form B, which send together with the Notice of the AGM, the required documents/evidence, and the proxy instruction to shareholders. In addition, shareholders can download Proxy Forms via the Company's website. In 2020, due to the coronavirus disease epidemic (COVID-19) situation the Company encourages shareholders to consider appointing independent directors. Instead of attending the meeting in person In order to prevent the spread of disease Including setting up a screening point at the entrance of the building And in front of the meeting room In the event that there is a risky person, the company reserves the right to attend the meeting. Shareholders can authorize others or independent directors of the Company. Can attend the meeting instead In addition, in the meeting room, the company also arranged the seats of the attendees at least 1 meter distance to reduce the risk of disease spreading.

- The Company provides a duty stamping service in the proxy form to the proxies attending the meeting. There is no service fee charged at the registration point in order to reduce the cost of procuring stamp duty of the shareholders. The Company uses information technology (computer systems and bar code) and the ballot (every agenda) at the shareholders' meeting for the registration of shareholders, vote counting, and vote result for fast, accurate, and reliable information.

- Chairman, directors, chief executive officer, managing director, Chairman of various committees, and auditors are required to attend the shareholders' meeting to provide answers to any questions related to their scope of work.

- Volunteers from the meeting of shareholders (independent parties) act on behalf of the meeting to count or check the votes at the Annual General Meeting or the Extraordinary General Meeting of shareholders.

- Voting is separate for each matter. For example, for the election of directors, the shareholders can vote for each director individually.

- The Company notifies the guideline of the procedure of the meetings of shareholders, including the procedure of casting vote and the right to vote (with Shareholders having 1 vote for 1 share), to the shareholders at the start of the meeting,

- The Company holds clear and transparent vote counting and disclosure of voting results in each agenda at the meeting of shareholders.

- Agenda other than those specified in the Notice of meeting must not be raised and no significant changes may be made to the agendas specified without prior notice to the shareholders.



1.2.3 After the shareholders' meeting

- The Company publishes the resolutions of the shareholders' meeting and voting results of each agenda item through the Stock Exchange of Thailand and the Company's Home Page on the next date of the Annual General Meeting of shareholders.

- The Company prepares minutes of shareholders that are accurate and complete for submission to the Stock Exchange of Thailand and publish on the Company's Home Page within 14 days from the date of the meeting.

The General Meeting of Shareholders for the year 2020, the Company provided an opportunity for shareholders to propose agenda items, nominate candidates for director appointment, and send questions during October 9 to December 31, 2019. At the end of such period, there were no shareholders proposing agenda, candidate, or submit question in advance of the meeting.

On February 27, 2020, the Company published the resolution of the Board of Directors regarding the General Meeting of Shareholders via SET's news and the Company's website and scheduled the 2020 Annual General Meeting of Shareholders on April 24, 2020 at 9.00 AM. The Company set the Record Date, on which shareholders have the rights to attend and to cast vote in the 2020 AGM, on 12 March 2020

The Company published the Notice of the 2020 Annual General Meeting together with the meeting's supporting documents in both Thai and English languages via SET's news and the Company's website on March 23, 2020 or 31 days before the meeting. Thailand Securities Depository Company Limited (TSD) was appointed to be registrar to send the Notice of the 2020 Annual General Meeting to shareholders through registered post since March 31, 2020, or 23 days before the meeting.

The Company held the Annual General Meeting of Shareholders for the year 2020 on Friday, 22 April 2020 at 9.00 AM at Vichaivej International Hospital Omnoi, No. 74/5 Moo 4 Phetkaseam Road, Omnoi, Khathumbann, Samuthsakhon. There were 55 shareholders attending the Meeting in person and by proxy, accounted for

422,755,739 shares representing 74.08% of the shares sold.

The Company must prepare the minutes of the shareholder's meeting and shall notify SET within 14 days after the meeting, in accordance with the SET regulations, and disseminate full details of the meeting. This includes complete and appropriate records of the meeting, voting and questioning process of the shareholders in each session, along with the allocation of video recordings of the AGM for their acknowledgment in the Company's website.

Article 2: Equitable Treatment of Shareholders

The Company realizes the importance of equitable treatment of shareholders both major and minor shareholders. No shareholder shall have any special privileges over other shareholders. The Company undertakes the following actions:

2.1 Measures to prevent the use of inside information

The buying or selling of a security by an individual who has access to material information about the security when such information is still nonpublic. Trading while having special knowledge is unfair to other investors who don't have access to the knowledge.

The directors, employees, consultants and other persons that work for the company. And related persons (spouse, children, underage. Employees and any other person having control or influence investment decisions). Intends to invest in the shares of the Company. Employees must not buy or sell shares of the Company at the time of the Company defines it as "Black out Period" the period of three days before the disclosure of quarterly and annual financial statements and, within 24 hours after the disclosure of financial statements to the public. And although the company is not defined as a "Black out Period" before the announcement of quarterly or annual. Employees who know the results of operations of the Company, whether directly or indirectly, Must realize that he possesses inside information of the Company and are not allowed to buy or sell shares of the Company until the Company has been publicly disclosed financial results.

For the year 2020, the Company has no events that directors, executives, employees, and related persons violated rules of the use of inside information or traded securities by using inside information.

2.2 Governance on the conflict of interest

The Company may in the course of its operation create a conflict of interest with its directors, executives, managers, and employees. Such conflict of interest may appear in different forms. Therefore for the best interest of the Company, the following guidelines regarding the conflict of interests are stipulated as follows:

- The Company's directors, executives, managers, and staff members at all levels shall not personally receive any money or benefits from the Company's customers or business partners, or from any other people when working on behalf of the Company.
- The Company personnel should not behave in a manner that may pose a conflict of interest, and should always recognize that they have an interest or benefit in the performance.
- The Company should not support the corruption such as grafting, receiving gifts or any benefits which are not appropriate. If examination and meet such actions will be punished according to the regulations of the company.
- The Company has provided training to all employees by provide training 1 time per year and an orientation for new employees to be knowledgeable about the policies and practices of the anti-corruption

2.3 Engaging in Business with Companies within the group

For connected transactions where directors, executives, managers and employees may have a conflict of interest, such persons shall disclose any conflict of interest to the Company prior to engaging in the connected transaction. Director, manager or employees, who have conflict of interest, may not participate in the consideration or approval of the connected transaction. The authorized person who acts on behalf of the Company shall investigate and review whether the Company's directors, executives, managers, or employees have any relationship and conflicts of interest on such transaction.

The definition of relationships shall be in accordance with "the Disclosure of Information and Other Acts of Listed Companies Concerning the Connected Transactions" set by the Stock Exchange of Thailand and The Office of The Securities and Exchange Commission.

2.4 Related party transactions amongst companies within the Group

The consideration of related party transactions shall be taken under the conditions and procedures of the Notification of the Board of Governors of the Stock Exchange of Thailand and the Securities and Exchange Commission (SEC). The connected transaction shall be dealt on a fair and arm's length basis and taking into account the Company's best interests. The stakeholders who have conflict of interest must not participate in the approval or consideration the transaction. The related party transactions will be disclosed in the annual report and Annual Registration Statement (Form 56-1)

2.5 Conflict of interest of Directors

The Company has stipulated that the directors and executives, including their related persons must prepare and submit a report on the interests, connected transactions and acquisition or disposal of assets belonging to themselves or their related persons to the Company under the Capital Market Commission's and the Stock Exchange of Thailand's regulations. Then the report will be proposed to the Board of Directors' or shareholders' meeting for approval. The directors will not participate or vote on the agenda related to their own interests.

Article 3: Role of Stakeholder

The company with a focus on rights of stakeholders of the company by recognizing relationships and good cooperation between the company and its stakeholders are factors that enable the company to grow sustainably.

The Company realizes the rights of all stakeholders of the Company, namely shareholders, employees, customers, trade partners, competitors, creditors, as well as society and environment. With determination to ensure that such rights are protected and treated fairly.

3.1 Equitable Treatment of Stakeholders

The Company, as a representative of the shareholders, is committed to conducting business with transparency, to put in place reliable financial and accounting systems, and to deliver optimum shareholder satisfaction.

3.1.1. Shareholders

The Company has established policies and practices for the Company's stakeholders, which are shareholders, employees, customers, business partners, competitors, trade creditors, society and environment. In order to make the business of the company run with stability and meet fair benefits to all parties.

3.1.2. Employees

The staff is a key factor in the business, be it in any part of either party. The Company must contribute to the promotion and support of employees to maximize the benefits of the Company, as a guideline for good practice and to develop and build confidence among employees

The Company is committed to the practice of law and regulations on employment with important policy that provide opportunity in employment to all persons equally. Begin with the searching process to hire the person to work with. Recruitment, staffing, training and development can be transferred by us to recruit people with talent and experience to meet the Company needs to join or organization. And realize that the importance of the promotion, suitable compensation and benefits are based on the performance of employees. The Company has established a provident fund to take care of employees in long-term.

3.1.3. Customers

The Company recognizes the importance of customer satisfaction as a key success of our business. The intention to seek ways to meet customer needs effectively. We have set forth the following policies and procedures delivering quality products and services and to meet or exceed the expectations of customers.

3.1.4. Partners and / or Creditors

It is our policy to treat partners and / or creditors equally and fairly and attain the best interest of the Company and a

fair return of both parties without any conflict of interest. Using correct information to solve the problem and find a solution based on the business relationship.

3.1.5. Competitors

It is our policy to treat competitors in accordance with international principles and within the framework of competition law practices that does not violate the confidentiality of trade secrets or know how to partner with fraud and comply with the rules of the competition well. As well as non-confidential information to competitors by means of dishonest or improper.

3.1.6. Community

Company policy is doing business in all respects to be legitimate, strict principles with social responsibility. The Company expects its employees to learn and comply with all applicable laws and policies of the Company. Related to their responsibilities and observe the instructions exactly in this Business Ethics and Code of conduct.

3.2 Anti-corruption

The company intends to conduct business with loyalty, transparency and responsibility in alignment with the principle of Corporate Governance. Moreover, the company also emphasizes on building and supporting the Corporate Governance to be happened in our organization which the Board of Directors and all staffs could follow and take account of benefits. Thus, the company sets the Anti-corruption Policy to resist all corruption cases and be aware of corruption's risks that affect to economic and social development. To make sure that the company has set the policy to determine proper responsibility, regulation and action to prevent corruption from all business transactions, the company forms the written Anti-corruption Policy to be an apparent approaches in performing business. Moreover, the company participated in the declaration of intent in Collective Action Coalition of Thai private sector in order to preventing corruption.

Anti-corruption Policy

Srivichai Vejvivat Public Company Limited would like to announce that the Board of Directors, committee and all staffs of the company and subsidiary companies shall not operate any actions which associated with corruption both in direct and indirect manner in order to benefits the organization and business corporation including individuals, families, friends and acquaintances. Bribe taker or even giver who offers money or not money to the public organization or private organization which had contacted with our company would be conformed effectively to the Anti-corruption policy. Moreover, The Anti-corruption Policy is needed to be reviewed regularly, including the guideline revision which would be done according to changes of business, order, regulation and laws. Any violation operating or accepting of corruption need to consider discipline followed by the company's policy.

The company has held the conference to clarify an implementation on Anti-corruption Policy for all stakeholders to aware of the policy and implement the policy effectively. The Corporate Governance committee has educated about corruption followed by Anti-Corruption the Practical Guide (ACPG). Moreover, the company has released full-version of the policy and the Anti-corruption campaign's brochures on the company's website, www.vichaivej.com.

In 2020 the Corporate Governance Committee following up on the compliance with the Anti-Corruption Policy of the Company which has been approved and approved by the Board of Directors meeting. Including announcements for all departments to know and follow moreover, the Anti-Corruption policy is published on the Company's website. Jointly review the internal control system of the company according to the guidelines set out in the self-assessment form on anti-corruption measures and conduct audits of various departments That it has been performed in an appropriate, correct and complete method according to the guidelines set out in the Self-Assessment on Anti-Corruption measures and announced guidelines for dealing with giving and receiving gifts during the festival So that the directors, executives and employees of the company Adhere to

practice in the same way As well as communicating to business partners, customers and business stakeholders of the Group And announced on the Company's website.

3.3 Whistle-Blowing Service

The Company recognizes and appreciates the importance of strengthening relationships and understanding of all groups of the Company's stakeholders, namely shareholders, customers, trading partners, creditors, executives and employees of the Company as well as those who get affected by the Company's operations, may file a complaint with or provide information to the Company when witnessing, knowing or doubting or having reasonable grounds to believe in good faith that employees or the Company breach or violated laws, rules, regulations, good corporate governance principles, business code of conduct, policies and procedures which may result in damage to the Company. Complainants can file their cases by clearly spelling out "Confidential" through the following channels:

- To Chairman of the Audit Committee /
Independent Director
Srivichai Vejvivat Public Company Limited
74/5 Moo 4, Phetkasem Road, Omnoi
Subdistrict, Krathumbaen District,
Samutsakhon Province 74130
Telephone Number(+662) 441-7899 ext. 4526
E-mail : audit@vichaivej.com
- Or Company Secretary
Srivichai Vejvivat Public Company Limited
74/5 Moo 4, Phetkasem Road, Omnoi
Subdistrict, Krathumbaen District,
Samutsakhon Province 74130
Telephone Number(+662) 441-7899 ext. 1149
E-Mail: shares@vichaivej.com / bod@vichaivej.com

The Company has a process in place for dealing with complaints from employees by considering whether the complaint concerns a wrongful act and how serious the offense is in order to impose a fair and accurate penalty. The employees can report complaints or feedback directly through the Company's email.

The Company provide confidence for the person who report complaints, the Company strictly keeps all complaints confidential and establishes a process of receiving a complaint and an investigation procedure where the complaints will be only be disclosed to the relevant people. The management division will collect complaints and present them to the audit and risk management committees for its consideration.

In the year 2020, the Company had no complaint in relation to fraud or ethical misconduct or any incident that may cause negative reputation to the Company as the result from the administration of the Board of Directors. Non-executive directors of the Company did not resign due to any CG misconduct. There is no legal dispute on labor issue, consumer right, or business trading activity.

3.4 Policy on Intellectual Property and Copyright

The Company recognizes the importance of the intellectual property and copy rights of third parties. The Company will comply with the legal requirements on intellectual property and copy rights. Employees must check beforehand that the work or information that belongs to third parties can be used within the Company without violating the intellectual property of others.

3.5 Human Rights Policy

The Board of Directors to focus on human rights by adhering to the business operations of the Company in accordance with the law, including human rights, which is a basic right that humans are born with equality. As well as promoting the awareness and consciousness of rights and duties and their responsibilities towards the society and other persons with the policies and guidelines to follow.

Article 4: Disclosure and transparency

The company to focus on the disclosure of important information about the company correctly, completely. And timely, which includes important information such as financial position, operating performance, shareholding structure and corporate governance practices of the company as follows.

4.1 Disclosure Policy

The Board of Directors discloses all important information including both financial and non-financial information correctly, timely, and accurately in accordance with regulations of the “Securities and Exchange Commission” (SEC), the “Stock Exchange of Thailand” (SET) re: Rules, Conditions and Procedures Governing the Disclosure of Information and Other Acts of a Listed Company and the Guidelines on Disclosure of Information of Listed Companies, and other state agencies.

In the year 2020, the Company has complied with the principles of good corporate governance. There is no record of delayed report submission under section 56 for both form 56-1 and form 56-2, including quarterly and yearly financial statements.

4.2 Channel Disclosure

The Company provides a wide variety of channels for users to access fairly. The information is published both in Thai and English languages through the following channels:

- SET's news
- Annual Report and Annual Registration Statement (Form 56-1)
- Company's website (www.vichaivej.com)

4.3 Information Disclosure Policy or Interview with the Press or Public

The Company has policy to provide information, media advertisement, or public release in a clear and correct manner without misinterpretation. The disclosure information is intended to create better understanding about the Company to all stakeholders based on the aspects of completely, timely, and fairly communication.

4.4 Investor Relations Department

The Company has established an IR Department (Investor Relations) to be responsible for the disclosure of information and any activities of the Company to its shareholders, investors, analysts and the general public. The channels include the Company's Home Page, quarterly performance meeting, analysts meeting,

conference call, road show in Thailand and abroad, etc. The Company also prepares the Management Discussion and Analysis (MD&A) on a quarterly basis and IR Newsletter, which published on SET's website and the Company's website, to provide investors and general public for better understanding of the Company's performance. Unauthorized persons are not allow to provide information to the media or the public in any way which may affect the reputation and business operations of the Company.

Investors may contact the Investor Relations Department at 02 441 7899 ext. 1707, 1708 or shares@vichaivej.com / bod@vichaivej.com

Article 5: Responsibilities of the Board of Directors

The company to focus on the role and functions of the Board in guiding the direction of the company's operations, including monitoring the performance of management and the board of its responsibility towards the company and its shareholders as follows

5.1 Board of Directors' Meeting

5.1.1 Attendance of the Meeting

The Board of Directors shall have regular meetings every month. The meeting schedule is set out in advance since January of each year and designated to be Friday the 3rd of every month. (not less than 6 times per year). The Company Secretary shall notify each director about the schedule and agenda in advance. However, the schedule of meetings can be changed based on the significance of the agenda items to be considered.

5.1.2 Meeting Agenda

The chairman, chairman of executive committee and managing director will together determine the agenda to ensure that all significant matters are included. The directors have the opportunity to freely propose agendas at the meeting that will benefit the Company.

5.1.3 Meeting Documents

The Board of Directors assigns the Company Secretary to prepare and send the supporting documents for the meeting to the directors for their consideration at least 7 working days prior to the meeting.

5.1.4 The Meeting

The Chairman will allocate sufficient time to consider the issues in each agenda of the meeting.

5.1.5 Invite management to attend the Meeting

The Board of Directors encourages the invitation of senior management to attend the Board's meetings to provide additional insights into the agenda items being discussed because of their personal involvement in these areas and to give the opportunity to meet the Board of Directors for their further consideration of a succession plan.

5.1.6 Meeting with Non-Executive Directors

The Board of Directors encourages non-executive directors to independently meet and discuss interested matters among themselves without the management participation. The results of the meeting should be notified to the Managing Director.

5.2 Performance Evaluation of the Board of Directors

The Nomination and Remuneration Committee set up evaluation of the Board of Directors, Sub-Committee and Chief Executive Officer at least once a year and disclose criteria, procedures, and result of the evaluation in the annual report.

5.2.1 Performance Evaluation of the Board of Directors

Criteria

The Nomination and Remuneration Committee shall set up an annual performance evaluation of the Board of Directors at least once a year based on the self-assessment guideline provided by the Stock Exchange of Thailand and to adapt it to fit the Company's structure. The self-assessment serves as a framework to monitor the performance of the duties of the Board of Directors, promote collaborative analysis of the operational results and problems which occurred in the operation of business, create good corporate governance and to subsequently disclose the criteria, procedures, and the evaluation result in the annual report.

Criteria in the performance evaluation of the Board of Directors are as follows:

- Structure and qualifications of the Board
- Roles and responsibilities of the Board
- Meeting of the Board
- Act of duties of directors
- Relationship with the management
- Self-development of directors and development of executives

Criteria in the performance evaluation of the individual Board of Directors are as follows:

- Structure and qualifications of the Board
- Meeting of the Board
- Roles and responsibilities of the Board

Procedures

The Company shall arrange the performance evaluation of the Board of Directors annually to evaluate the previous year operation. The Company Secretary will distribute the evaluation form to each director and present it to the Nomination and Remuneration Committee and to propose it to the Board of Directors for its consideration. The Company shall also use any recommendations on the performance evaluation to improve effectiveness of the Board's operation and maximize the benefits of corporate governance.

Result

Result of Performance Evaluation of the Board of Directors for the year 2020. The criteria for the evaluation represent the percentage in each article as 100% as "Excellent"

5.2.2 Performance evaluation of the sub-committee

Criteria

The Board of Directors shall evaluate the performance of each sub-committee at least 1 time per year on their leadership, roles and responsibilities, and to set its policy, practice, meeting, management, and relationships with involved persons.

Procedures

The Company has evaluated the performance of each of the committees annually to analyses the previous

year operation. The Company Secretary will distribute the evaluation form to the Chief Executive Officer to evaluate the performance of each sub-committee and present it to the Board of Directors for its consideration.

Result

Result of Performance evaluation of the sub-committee for the year 2020. The criteria for the evaluation represent the percentage in each article as over 95% as "Very Good"

5.2.3 Performance evaluation of the Chief Executive Officer

Criteria

The Board of Directors shall evaluate the performance of the Chief Executive Officer at least once a year on their leadership, set up and implementation of strategy, planning and financial performance, relationship with the Board of Directors, outsiders, and employees, operational management and relationship with other personnel, succession plan, knowledge on product and service, risk management and internal control, corporate governance and business ethics, personal characteristics based on the assessment guideline provided by the Stock Exchange of Thailand.

Procedures

The Company has evaluated the performance of Chief Executive Officer annually to analyses the previous year operation. The Company Secretary will distribute the evaluation form to independent directors or non-executive directors or Nomination and Remuneration Committee to evaluate the performance and to subsequently present it to the Board of Directors for its consideration.

Result

Results of the evaluation of the Chief Executive Officer (CEO) for the year 2020 had an average the rating Very Good"

5.3 Development of Directors and Executives

5.3.1 Development of Directors and Executives

The Board of Directors has a policy to support and facilitate training and learning for its directors and executives to ensure their continued improvement and performance, both internal and external training courses. All directors must attend training for understanding of performance of their duties in the capacity as directors

Training and Seminars for Directors and Executives of year 2020

Name of Director	Course	Training Institute
Nopporn Tirawattanagool	<ul style="list-style-type: none"> ESG Sustainable and Banking Development , including response To the Covid – 19 Situation 2020 Cyber Resilience Leadership : “ Tone from the Top” 2020 	Bank of Thailand

5.3.2 Succession policy

The Board of Directors assigns the Nomination and Remuneration Committee to prepare a succession plan for the position of CEO/President to ensure that the Company is managed at all the time by CEO with appropriate competency and skills. The Company is also assigned Human Resource Department provide a succession plan for executive and management level position in order to prepare in case they cannot perform.

5.3.3 Orientation for New Directors and Enhancement of Business Knowledge

The Board of Directors assigns the secretary of the Board of Directors to prepare information for all new directors so as to inform them of the business information of the Company, a director's roles, duties and responsibilities and compliance with the Company's Corporate Governance Policy and practices. Simultaneously encourage all directors to have better knowledge and understanding of Company's business to enhance their role as efficient directors. Moreover, the Company has policy to improve knowledge to directors regularly.

Implementation of the Corporate Governance Code 2017

In the 2020, The Board of Directors has considered and reviewed corporate governance principles for listed company 2017 (New CG Code) according to 8 principles set by SEC (Securities and Exchange Commission) for action guideline to the Company's Board of Directors , as follows:

1. Establishing clear leadership role and responsibilities of the Board, contributing to the sustainable value creation for the business;
2. Defining objectives and goals that promote sustainable value creation;
3. Enhancing the Board effectiveness;
4. Ensuring effective CEO and people management;
5. Nurturing innovation and responsible business;
6. Strengthening effective risk management and internal control system;
7. Ensuring disclosure and maintaining financial integrity;
8. Ensuring engagement and communication with shareholders.

By applying the principles of good corporate governance for listed companies (Corporate Code: CG Code) set by the Securities and Exchange Commission. Including guidelines from the good corporate governance policy of the company for further adjustment. By applying the principles of good corporate governance for listed companies

in 2017 to apply as appropriate to the business context of the company as much as possible. And prescribing additional guidelines that the company should proceed to improve to suit the situation of the company.

The updated essentials include the additional roles, duties and responsibilities of the committee, corruption risks, information disclosure and transparency, including the consideration of the role of stakeholders more clearly. In reviewing the principles of good corporate governance for listed companies, the Company found that there are still some guidelines that the Board of Directors considered and should not allow to be adapted because they still deem inappropriate for the context of the company. And saw that it was a complicated matter. The reasoning recorded as part of the board resolution In addition, the company has established measures and guidelines for supervision by other methods in order to achieve good corporate governance in that matter.

Compliance with the Company's Corporate Governance

In 2020, the Company received assessments related to good corporate governance activities as follows:

➤ The Company received a "Excellent" accomplishment in the Corporate Governance Report of Thai Listed Companies 2020 which was rated by the Thai Institute of Directors (IOD) in cooperation with the Securities and Exchange Commission (SEC) and the Stock Exchange of Thailand (SET) and the company have a market value of more than 3,000 – 9,999 million baht from the survey of corporate governance for the year 2020.

➤ The Company was evaluated by the Office of the Securities and Exchange Commission, in cooperation with Thai Investors Association and Thai Listed Companies Association, on the quality of the Annual General Meeting for the year 2020. The Annual General Meeting of shareholders for the year 2020 was rated "Excellent" with a score of 99 points.

In 2020, the Board of Directors reviewed and revised the Corporate Governance Policy according to suggestions of Thai Institute of Directors in order to enhance the corporate governance. Key details are as follows:

Group	Review and Revision
Responsibilities of Board of Directors	Arrange meetings among Non-executive Directors without management presence as to improve the good corporate governance according to the suggestions of Thai Institute of Directors. The BOD agreed to arrange such meeting at least once a year from 2021 onwards without attendance fee.

For the clauses of the good corporate governance that have not been fully complied, the Company has adapted as much as possible according to appropriateness.

Non-compliance Clause	Rationale
The BOD should clearly specify the term of Independent Directors in the Corporate Governance Policy which should not exceed 9 years without exclusions.	The Company specified the term of Independent Directors at 3 years and they cannot be in the position for over 3 consecutive terms (in total not exceeding 9 years). In case Independent Directors are in position for over 9 years, the BOD has to present the reasons in order to request approval from the Shareholders Meeting.
The Chairman of the BOD should be Independent Director.	The Chairman of the BOD is not Independent Director. However, the Chairman is not a member of the Company's subcommittees, and is not Chief Executive Officer. Roles and duties are clearly specified.
Nomination and Remuneration Committee should mostly comprise of Independent Directors (more than 50%).	Nomination and Remuneration Committee comprises the Chairman of Nomination and Remuneration Committee who is Independent Director, and 2 Independent Directors who are not in charge of management or 50%. The Committee can perform transparently and independently.

Board-Committees

The Board of Directors set up 6 sub-committees to help monitor and supervise the operations more closely and regularly report to the Board of Directors. They are The Audit Committee, Nomination and Remuneration Committee, Risk Management Committee, Working Group for Financial and Investment Planning and Corporate Governance Committee and Executive Committee to scrutinize and supervise the operation of the Company over specific issues, in order to perform their duties efficiently and effectively as well as to ensure that the Company complies with rules and regulations of the SEC and SET.

The Audit Committee

The Board appointed the Audit Committee, which consists of fully qualified members against SEC and SET requirements. A minimum of three members must be independent directors, at least one of whom must be adequately qualified and experienced in reviewing the credibility of financial statements. The committee reviews the Company's performance outcomes, financial reports, internal control system, and consider related party transactions, the appropriateness of accounting auditors, including the selection and appointment process.

As of December 31, 2020, the Audit Committee consists of three independent directors as follows:

- | | | |
|------------|----------------------------------|---------------------------------|
| 1. Visut | Montriwat | Chairman of the Audit Committee |
| 2. Surin | Premamornkit | The Audit Committee |
| 3. Porntep | Siriwanarangsun, MD., MPH., Ph.D | The Audit Committee |

So Mr. Surin Premamornkit, Mr. Visut Montriwat and Porntep Siriwanarangsun, MD., MPH., Ph.D with qualified knowledge and experience in accounting and finance to review the reliability of the financial statements and Public health management system Knowledge. So, Mrs. Naree Phetdum, serves as Secretary to the Audit Committee.

Duties and Responsibilities of the Audit Committee

1. Ensure that the Company's and subsidiaries' financial reports are correct and adequately disclosed, by coordinating with the external auditor and executives who are responsible for preparing quarterly and annual financial reports.

2. Ensure that the Company's and subsidiaries' system of internal control and internal audit are appropriate and effective. Also, to consider the independence of internal audit unit and approve the appointment, transfer, dismissal of internal audit supervisor, or any other agency responsible for internal audit.

3. Ensure that the operation of Company and subsidiaries complies with the securities and exchange law, terms of the exchange or laws relating to the Company's and subsidiaries' Business.

4. Consider the selection and nominate an individual, who is independent, to act as auditors of the Company and subsidiaries. This includes consideration of the remuneration of the auditor to propose to the Board of Directors to obtain the appointment from the general meeting of shareholders and attending the meeting with the auditors without management involved shall be held at least once a year.

5. Have the authority to hire an independent consultant, if necessary, and determined as necessary to be regarded as expenses of the Company.

6. Consider list of related transactions or items with conflicts of interest in accordance with the laws and regulations of the Stock Exchange and Capital Market Supervisory Board in order to make sure that the list is reasonable and in the best interests of the Company or subsidiaries.

7. During the operation, if the Audit Committee finds or doubts any items or the following activities that may have

a significant impact on the financial position or results of operations of the Company or subsidiaries, the Audit Committee must report it to Board of Directors to resolve such items or activities promptly.

- List the conflicts of interest items
- Fraud or significant irregularities or defects of internal control system of the Company or subsidiaries.
- The violation or violations of the law on securities, notification and terms of the Stock Exchange of Thailand, the Securities and Exchange Commission and Capital Market Supervisory Board including laws relevant to the business of the Company and subsidiaries.

If the Board of Directors or executives cannot resolve such items or activities promptly, member of the Audit Committee may report such items or activities to the Securities and Exchange Commission or the Stock Exchange of Thailand.

8. If the auditor of the Company finds a suspicious incident relating to Director, executive or any person responsible for the operation of the Company and subsidiaries that violates the law and the auditor has reported the incident to the Audit Committee, the Audit Committee shall proceed as soon as possible to investigate more and report the results of primary check to the Securities and Exchange Commission and the auditor within 30 days from the date of receipt of a report from the auditor.

9. Formulate report of the Audit Committee to disclose in the annual report of the Company whereby the Chairman of the Audit Committee has to sign in the report. The report must contain at least the following information.

- Opinion on the accuracy, completeness and reliability of financial reports of the Company and subsidiaries.
- Opinion on the adequacy of internal controls of the Company and subsidiaries.
- Opinion on compliance with the Securities and Exchange Law, terms of the exchange and laws relating to the Company's and subsidiaries' business.
- Opinion on the suitability of the auditor.

- Opinion on items that may have the conflict of interest.
- The number of meetings by the Audit Committee and attendance of each member of the Audit Committee.
- Opinion or overall observation that the Audit Committee received from the performance of duties under the Charter.
- Other transactions that shareholders and investors should be aware of under the scope of duties and responsibilities assigned by the Board of Directors.

10. To perform any other duties assigned by the Board of Directors to be appropriate.

In the scope of duties and responsibilities the Audit Committee has the authority to invite the management, executives or employees of the Company or subsidiaries that are relevant to provide reports, comments, attend meetings, or send documents that are relevant and necessary.

Structure of the Nomination and Remuneration Committee

Appointed by the Board of Directors, the Nomination and Remuneration Committee consists of at least three directors, most of whom must be independent directors. They also must not be Chairman of the Board. All of the members fully qualified as directors in accordance to the Nomination and Remuneration Committee Charter.

The list of Structure of Nomination and Remuneration Committee as at December, 31 2020

- | | |
|-------------------------|---------------------------------|
| 1. Virah | Mavichak |
| | Chairman / Independent Director |
| 2. Surin | Premamornkit |
| | Committee /Independent Director |
| 3. Visut | Montriwat |
| | Committee /Independent Director |
| 4. Assit Prof. Saisunee | Vanadurongwan M.D. |
| | Committee |
| 5. Vilawan | Vanadurungvan |
| | Committee |
| 6. Mongkon | Wanitphakdeedecha, M.D.,M.Sc. |
| | Committee |

Duties and responsibilities of the Nomination and Remuneration Committee

1. Define policies, rules, procedures and processes with clarity, transparency, suitability and usefulness to the Company and subsidiaries in terms of the selection, removal or dismissal of Directors and senior executives of the Company and subsidiaries and present these to the Board of Directors for approval.

2. Consider nominating the name of a person who is qualified as a Director of the Company, Committee member and senior management to the Board of Directors in the event that such position is vacant or the term of office ends.

3. Define policy on remuneration for Director, senior executives of the Company and subsidiaries and present this to the Board of Directors for approval.

4. Consider the remuneration for the Board of Directors and committees whereby the remuneration includes meeting attendance fee, salary, bonuses, shares and other related benefits, and present to the shareholders' meeting for consideration and approval.

5. Provide a succession plan for key management position and review on a regular basis by evaluating the importance of the position, recruitment and development to ensure that successor of this management position is educated, competent, experienced and possesses other qualifications fitting and beneficial to the Company and subsidiaries.

6. To perform any other duties assigned by the Board of Directors to be appropriate

Structure of Risk Management Committee

The list Risk Management Committee as at December 31, 2020

- | | |
|--------------|---|
| 1. Viroj | Mavichak, Ph.D. |
| | Advisory of the Risk Management Committee |
| 2. Vilawan | Vanadurongvan |
| | Chairman of the Risk Management Committee |
| 3. Sakda | Tangchitwatanakorn, Ph.D. |
| | Member of the Risk Management Committee |
| 4. Hathaiwan | Suwantaweera |
| | Member of the Risk Management Committee |

5. Kijtjaporn Pomsanarm
Member of the Risk Management Committee
6. Anchalee Suphopark
Member of the Risk Management Committee
7. Navakochamon Chareonporn
Member of the Risk Management Committee
8. Wannacha Kongchareon
Member of the Risk Management Committee
9. Prapaphan Techatanang
Member of the Risk Management Committee
/ Secretary
10. Passara Sarapol
Member of the Risk Management Committee
/ Assistant Secretary

Duties and responsibilities of the Risk Management Committee

1. Define policies and guidelines for risk management of the Company and subsidiaries. This covers the financial risk, Corruption risk, business and market risks, investment risk and other risks that may affect the operation and reputation of the Company, and presents this to the Board of Directors for consideration and approval.
2. Define criteria to measure risks and limit the risks that the Company and subsidiaries accept.
3. Consider the important risks of the Company and subsidiaries and make recommendations to prevent or reduce risk to an acceptable level.
4. Supervise, monitor and evaluate the results as well as improve action plan to reduce the risk continuously and appropriate to the business circumstances of the Company and subsidiaries.
5. Review the sufficiency of risk management policies and systems by including the effectiveness of the system and compliance with the policy set.
6. Report operations to reduce the risk to the Board of Directors regularly and for important matters where there is impact to the Company and subsidiaries significantly. These must be reported to the Board of Directors for consideration as soon as possible.
7. Perform any other duties assigned by the Board of Directors to be necessary.

Structure of Working Group for Financial and Investment Planning

In order to enhance the value of Srivichai Vejvivat Public Company Limited and subsidiaries companies in the future and ensuring that there is ongoing growth and secure financial position, it was deemed appropriate to appoint the Working Group for Financial and Investment Planning as follows.

The list Risk Management Committee as at December 31, 2020

1. Vilawan Vanadurongvan
Chairman of the Working Group for Financial and Investment Planning
2. Nopporn Tirawattanagool
Member of the Working Group for Financial and Investment Planning
3. Tinnawat Mahatharadol
Member of the Working Group for Financial and Investment Planning
4. Mongkon Wanitphakdeedecha M.D., M.Sc.
Member of the Working Group for Financial and Investment Planning
5. Prut Rojanamahamongkol
Member of the Working Group for Financial and Investment Planning
6. Sakda Tangchitwatanakorn, Ph.D.
Member of the Working Group for Financial and Investment Planning / Secretary

Responsibilities of the Working Group for Financial and Investment Planning

1. Determine the policy, target, and strategies for finance and investment
2. Plan the direction for investment
3. Find capital for suitable investment
4. Analyze and manage financial and investment risks
5. Regulate, supervise, control, and manage cash flow to be in accordance with the Company's target
6. Perform other tasks as assigned by the Board of Directors and the Chairman

Structure of Corporate Governance Committee

The lists of the Corporate Governance Committee as at December, 31 2020 as follows:

1. Visut Montriwat
Chairman of the Corporate Governance Committee
2. Rachada Fongtanakit, Ph.D.
Member of the Corporate Governance Committee
3. Nichapha Rueanthongdi
Member of the Corporate Governance Committee
4. Kalayanee Kalhasute
Member of the Corporate Governance Committee
5. Chinapat Upaijit
Member of the Corporate Governance Committee

Responsibilities of the Corporate Governance Committee

1. To formulate the Corporate Governance Policy, Anti-Corruption Policy, business ethics and code of conduct, and Corporate Social Responsibilities, under legal framework, rules and regulations currently stipulated by regulating organizations such as the Stock Exchange of Thailand, the Office of the Securities and Exchange Commission and other related agencies as well as international corporate governance standards, and to propose the best practices for the directors management and employees to the Board of Directors for approval
2. To regulate and give advice on policy and guidelines that enable the directors, management and employees to perform duties with responsibility in accordance with the Corporate Governance Policy, Anti-Corruption Policy, and to comply with the best practices, business ethics and code of conduct and Corporate Social Responsibilities.
3. To follow up and assess performance of governance and supervision to prevent and monitor risks of corruption and assess performance of the Corporate Governance Committee and report the results to the Board of Directors at the end of each year
4. To perform any other duties assigned by the Board of Directors

Structure of the Executive Committee

The lists of the Executive Committee as at December, 31, 2020 as follows:

1. Asst. Prof. Saisunee Vanadurongwan, M.D.
Chairman
2. Pongsak Vathana, M.D.
Member of the Executive Committee
3. Mongkon Wanitphakdeedecha M.D.,M.Sc.
Member of the Executive Committee
4. Vilawan Vanadurongwan
Member of the Executive Committee
5. Sakda Tangchitwatanakorn, Ph.D.
Member of the Executive Committee
6. Prof. Saranate Waikakul, M.D.
Member of the Executive Committee
7. Sunee Thirakaronwongse, M.D.
Member of the Executive Committee
8. Vatchara Cheupraknam, M.D.
Member of the Executive Committee
9. Prut Rojmahamongkol
Member of the Executive Committee
10. Pacharapan Vanadurongwan
Member of the Executive Committee
11. Komrit Kavinakarathiti
Member of the Executive Committee
12. Teerawan Vanadurongwan, B.Sc., PG.Cert., Ph.D.
Member of the Executive Committee
13. Phannee Kannee
Member of the Executive Committee
14. Sunee Joychumras
Member of the Executive Committee
15. Kwanyuen Suksomphoj
Member of the Executive Committee
16. Asst. Prof. Rachada Fongtanakit, Ph.D.
Member of the Executive Committee / Secretary

Duties and Responsibilities of the Executive Committee

1. Plan and set policy, direction, strategy, work plans and organizational structure and management structure of the business operation of the Company and subsidiaries in accordance to economic conditions and competition in the market to present to the Board of Directors for approval.

2. Plan and prepare business plans, annual budgets and the authority in management in various job divisions of the Company and subsidiaries to propose to the Board of Directors for consideration and approval and also to consider and approve the annual budget and budget change and addition to annual expense budget. If there is an urgent necessity, proceed to present to the Board of Directors for further acknowledgement.

3. Audit and operate according to the policies and guidelines for the management of the Company and subsidiaries that has been defined to be effective and conducive for business environment.

4. Monitor the operations of the Company and subsidiaries that has been defined to proceed according to the approved business plan.

5. Consider large investment projects of the Company and subsidiaries in order to provide recommendation to the Board of Directors for approval.

6. Define the details of the selection, training, hiring and termination of employees of the Company and its subsidiaries as well as employee benefits to be appropriate with the circumstances and in accordance with the laws in use today.

7. Other duties as assigned by the Board of Directors occasionally.

The administrative power and giving authority to others which Director deems appropriate does not include the power or authorization to approve any items that the Director or related person may have any conflicts of interest, the stakes, or any other benefits that disagrees with the Company's and subsidiaries' benefits, or any items that is not normal business operations of the Company and subsidiaries. The authorization of such items must be presented to the Board of Directors and/or shareholders' meeting of the Company to consider and approve within the guidelines, rules and regulations of the Company and relevant laws.

Audit Fees of the Auditors

The resolution of Annual General Meeting of Shareholders of year 2020 to appoint Ms.Vissuta Jariyathanakorn, Certified Public Accountant No. 3853 and/or Mr. Krisada Lertvana, Certified Public Accountant No. 4958, and/or Ms. Manee Rattanabunnakit, Certified Public Accountant No. 5313 from the EY Office Limited Company is an auditor of the company for the year 2020, Because the EY Office Limited Company is independent and reliable Including having knowledgeable personnel and being an auditor who has been approved by the SEC. By approving the auditor's remuneration for the year 2020 in the amount of 1,640,000 baht. Due to COVID 19 ,reduce the audit fee equal to the year 2019 in the amount of 1,600,900 bath.

The auditor of the company is the same auditor as the auditor of the subsidiary which is independent, has no relationship or interest with the company, subsidiaries, executives, major shareholders.

1. Audit fee

The Company and its subsidiaries paid audit fees totaling Baht 3,646,500, actually paid Baht 3,546,500

➤ Provident Fund paid for the audit fees to the auditors' company for the latest account period amounting to Baht 1,600,000

➤ Provident Fund paid for the audit fees to the auditors' subsidiary for the latest account period amounting to Baht 1,946,500

➤ No compensation for the audit office that the auditor. In the past financial year not expenses to be incurred from the service agreement not completed in the pervious financial year.

2. Non – audit fee

The Company and subsidiaries paid for non-audit fees totaling Baht 125,680

➤ Provident Fund paid for the non - audit fees to the auditors' company for the latest account period amounting to Baht 44,652

➤ Provident Fund paid for the non - audit fees to the auditors' subsidiary for the latest account period amounting to Baht 81,028

Corporate Social Responsibility and Sustainable development

The Company realize about the role mission and responsible governance under business policy alongside with the responsible personnel community and social as well as those related parties including environmental impact formed by the process of service healthcare safety of patients and hygiene of staff at all levels. Therefore, it has been set the policy of Corporate Social Responsibility responsible governance as well as ethics in business and can take the practice seriously and continuously. Which is considered the core mission of the organization.

Moreover, The Company also focused on responsibility and good retaliation back to society. As one of the organizations that provide quality health services to the public according to international standards alongside with the implementation of a sustainable business.

Sustainable Development Operations

In the year 2020, the Company has compiled an annual report and a sustainability report together. With reference to the guidelines of Global Reporting Initiatives (GRI) with comprehensive information on economic, social and environmental aspects. The Company realizes the importance of business processes that are responsible to society, economy and environment with morality and ethics. As well as support social activities that benefit the community in the long run. The company aims to be able to live happily with the community society and develop raise the level of progress along the way for sustainable growth.

Economic

1. Building a relationship between business and customers in order to make an impression on the users making service recipients happy promote good health for all clients and receive accurate and appropriate health care information, such as organizing activities to give knowledge to users without charge, etc.

2. Promoting and developing academic personnel in order to manage the work efficiently.

3. Creating a feeling of attachment to the Vichaivej International hospital group with activities with the community in taking care of health and promoting wellbeing in the community.

4. Develop both academically Specialization to optimize treatment Service Along with ethical aspects.

Society and Environment

1. Building awareness of the Company's personnel To have responsibility social and environmental.

2. Support foundations and charities to help those who lack opportunities.

3. Organize a project to educate people on health in the community.

4. Caring for the environment around the community as well as supervising the management and disposal of waste processes general use separation of waste and other contaminants along with continuous monitoring. So as not to affect the environment.

5. Do not support any activities that are harmful to society or good morals and / or to promote vices.

Corporate Social Responsibility Policy for Sustainable Development

The company has established business operations by focusing on social responsibility environmental and stakeholders according to the social responsibility of business 8 segment under the rules of the Stock Exchange of Thailand for taken a pragmatic approach strictly. Be committed to being a role model and develop sustainable business in both economic, social and environmental dimensions to contribute to the sustainability of the company.

Policy and Practicality to social

1. The operation with impartiality

- 1.1 The promoting socially responsible on suppliers, purchasing, provide and treat to customers. Having regard to the faithful, obvious and mutual benefit with partners seriously.

1.2 The Fair Competition such as no disinformation or using any other method that does not comply with the rules.

1.3 The rights and equitable treatment of all shareholders. The protection of shareholders' benefit and rights which including the rights to receive dividend and continuously acknowledge company's information at suitable time and continuously. The company also has a duty to publish information in a transparent manner by pass the Shareholders' Meeting which focus to giving priority to shareholders equally without any prejudice.

1.4 Recognizing the important group of stakeholders. Whether the personnel within the organization or external organization stakeholders such as Shareholders, clients, creditors, suppliers, the community Government agencies and other relevant organizations. These are able to build long-term stability to the organization.

2. Anti-corruption

2.1 Companies have always recognized that Stakeholders themselves and the need to practice the rules strictly .

2.2 Companies should not support the corruption such as grafting, receiving gifts or any benefits which are not appropriate. If examination and meet such actions will be punished according to the regulations of the company.

The Company has joined the Thai Private Sector Collective Action Against Corruption project by the company signed a declaration of intention to join the Thai Private Sector Collective Action against Corruption on December 23, 2016. In order to contribute to Satya Banan and acknowledge the agreement according to the declaration of intent of the said coalition against all forms of corruption. And the company received acceptance to join the project from the committee of the Thai Private Sector Collective Action Against Corruption (CAC) together with the Thai Institute of Directors Association (IOD) by announcing Srivichai Vejvivat Co., Ltd. (Public) has fully certified as a member of the Private Sector Collective Action Against Corruption.

3. Respect for human rights

3.1 The promotion to practice according to the regulations of human rights under international standards to cover all departments, whether employees, community and social surroundings. By fixing the channel for complaints, review process including suitable compensation.

3.2 The hospital have to practice according announcement of the rights of patients because the patient as a person who must help both body and mind. So the patients. So, the patient is importance individual need to get protect rights for good relations and trust each other between the hospital and a patients.

4. The practice to workers fairly

4.1 Respect for the right to work and not discrimination, do not be force for punish, no child labor, respects for the rights and freedom for association bargaining union law.

4.2 The Social Protection such as the protection of working conditions for employees, wages and compensation, date-time of work, vacations, penalties , welfare , healthcare and various guarantee.

4.3 The protection about health and safety on work. Promoting and maintaining high standards of well-being, both physically and mentally.

The company also sets guidelines for treating employees fair treatment including providing appropriate welfare for employees. In the year 2020, the Company has organized activities to promote health and human resource development, such as an annual health check-up for employees. Provide training that is useful to employees in terms of management professional skills and knowledge that is used in daily life In addition, in the situation of the COVID-19 virus outbreak, the company has also provided the COVID-19 virus insurance policy for its executives. And personnel in performing their duties along with providing equipment to prevent germs as well.

5. Responsibility to consumer

5.1 The patients should be receive the rights basic care. Whether healthcare and product pricing sensibly and not misleading Information about goods and services including the product label must specify the method used, warning correctly.

5.2 Manufacturing safe products and do not affect the health of consumers.

5.3 The information of all clients need to be kept secret and should not be disclosed to the public unless required by law or authorized by the customer directly. The company has organized training to educate personnel. And officials on the personal information act on October 2, 2020 in order for all personnel to be informed and prevent any damage that will occur to the company. To collect use and Disclosure of Personal Information.

5.4 Managing customer relationships both before and after the sale for instance return product back on time define, warranty, compensation for damages, review and improve the complaint continuously, to listen to the opinions of consumers etc. There is a satisfaction survey of users who use the service to improve the service.

5.5 The development product and service of business to provide benefits to society and the environment. Products and services must not cause adverse effects on health society and the environment should be designed the product is easy to use, quality and reasonable price.

5.6 Giving to knowledge and information needed to decide on buying goods and services. There is also a publicity. Educating consumers Described by medical professionals such as

- Vichaivej International Hospital Omnoi organize activities Health Day @Hospital Roadshow 2020 with good health magazine Discussion on tips for new mothers by specialists in pediatrics.
- Vichaivej International Hospital Nongkhaem organize activities Organized a lecture to give knowledge about COVID-19 and PM 2.5 dust at Wat Nong Khaem secondary school. And organize a training to educate the monks On Resuscitation (CPR) at Wat Bam Phen Nuea

6. Environmental protection

6.1 Planning, management control and prevent pollution in hospitals and communities.

6.2 The using of resources in the right amount.

6.3 Reduce pollution by using golf carts to transfer employees and visitors between building.

7. Participation in development the social and community

7.1 Participation in community by provide the activities to improve quality of life and health and provide an opportunity for the stakeholders to participate in an exchange of ideas with each other.

7.2 Promote and support participation in education between the hospital and community.

7.3 Healthcare and promoting health. Including support for disease prevention in community.

7.4 Establishing mutual cooperation between community and hospital.

Details of activities appear in activities for the benefit of society Community and environment

8. The Innovation and the dissemination of innovation

The promoting to positive activities to create effectively and efficiently and developed of knowledge and new ideas by focusing on the exploitation of the new initiatives with social responsibility. Innovation must be targeted to benefit the company or to bring benefits to the wider society and has a positive impact to stakeholders.

9. Customer Satisfaction Survey

The Group surveys satisfaction of customers including outpatients and inpatients on a monthly basis as to enhance services.

Responsibilities for Business

Shareholders

Business operation needs to compete with time and information that are key factors of decision making. Thus, the Company prepares a channel for shareholders to request the Company's information e.g. website www.vichaivej.com under the menu Investor Relations which includes information and performance of the Company.

Customers and consumers

The Company is aware of the rights of patients to acknowledge expense evaluation as to support decision making. The Company established a unit to provide information and recommendations regarding the rights and benefits 24/7. Moreover, we are fully aware of 10 Patient's Rights announced by the Medical Council of Thailand by requiring officers to keep personal data and medical records of patients confidential.

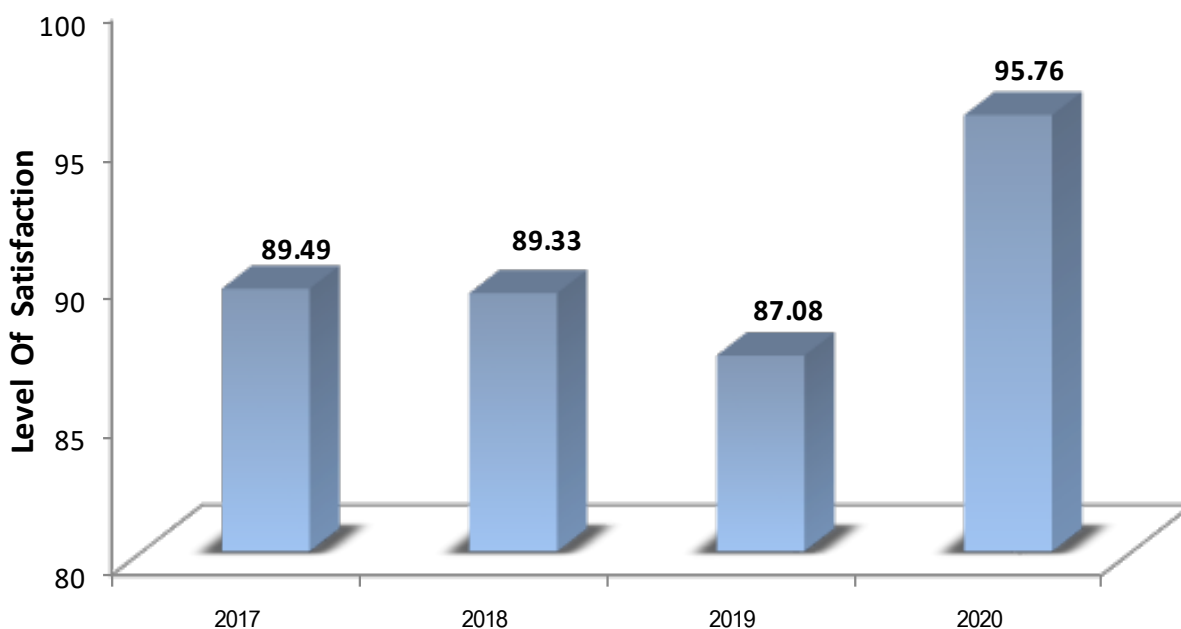
Furthermore, the Company sets KPI to evaluate performance of officers and units that may impact patients such as number of complaints about safety which covers security measures as to protect patients and their assets while being in service unit areas.

Customer satisfaction survey

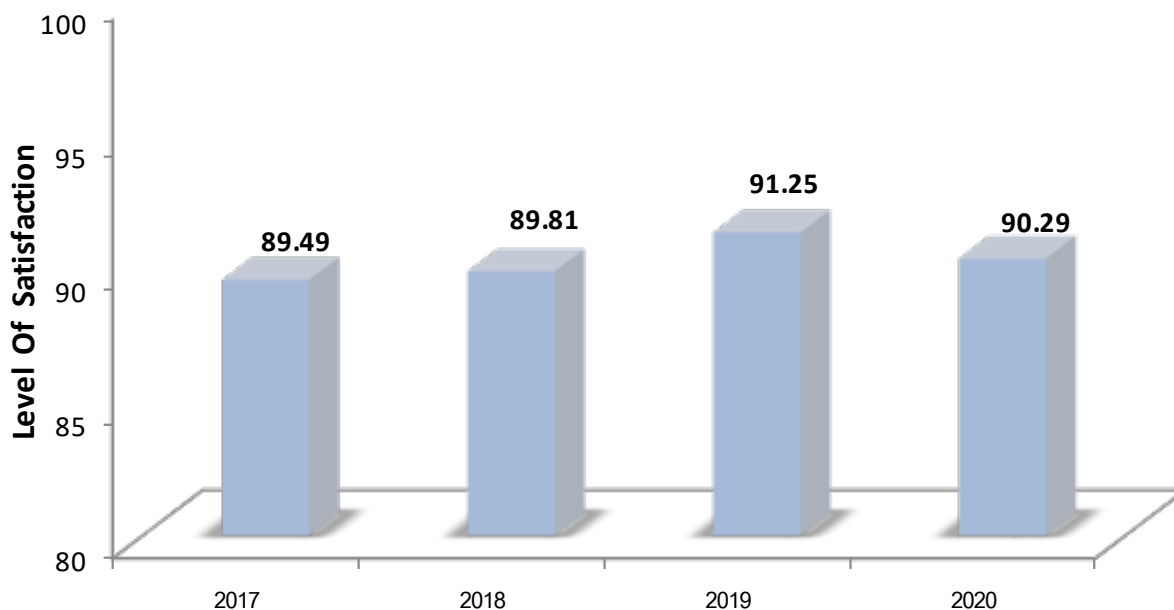
The Company surveys satisfaction with aim to reach all groups of consumers and receive comprehensive information on a monthly basis as to develop and improve all workflows.

According to the IPD and OPD satisfaction survey during 2017 – 2020, results are as follows:

Summary of Inpatient Satisfaction Survey (IPD) results comparing each year 2017 - 2020



Summary of Outpatient Satisfaction Survey Results, Eligible G (OPD-G) comparing each year from 2017 - 2020



Officers

In accordance with the vision, mission and goal, the Company has a policy to develop officers to be equipped with capabilities, and to retain quality officers for a long term through career path. The Company also regularly arranges trainings that focus on needs of all levels of officers, and takes professional standards into account. All officers are required to receive training for at least 20 hours/officer/year, especially medical officers.

The Company is considerably aware of importance of all officers who are deemed as stakeholders who drive operations and maximize efficiency of the hospital. Therefore, the Company focuses on operations under social responsibilities by arranging trainings, developing medical knowledge, providing safety and occupational health of officers as well as ethical promotion activities and support measures for officers; for example:

1. "Basic First Aid Course" training for officers to enhance understanding and knowledge to apply correctly which increase capabilities of officers.
2. "Personality with Excellent Services" training as to encourage officers to understand about personality and services that are in line with the hospital's policy regarding personality and service development to ultimately satisfy patients.
3. "Mass Casualty Incident Plan" training for officers to have understanding about the plan and basic principles to help victims together with work safety of officers.
4. "Care for Stroke Patients" training for nurses to be equipped with knowledge and skills to screen stroke patients correctly and promptly, analyze conditions, evaluate care treatment for patients, and reduce complications and errors in taking care of patients.

In this regard, average training hours of officers in 2020 was 21.97 hours/officer/year which complied with the Company's policy.

The business impact of corporate social responsibility.

In December, 31 2020 The Company is not legal dispute related to corporate social responsibility or environmental impact.

Activities to benefit society and the environment

Vichaivej International Hospital Group take part in promoting and supporting activities in various fields. Causing Benefits to all stakeholders of the organization continuously. Especially to support activities Building up knowledge comprehensive medical understanding to the public both inside and outside the organization. In the past year, the company has promoted social and environmental activities as follows:

Vichaivej International Hospital Omnoi

1. Supporting scholarships in the amount of 100,000 baht for the Children's Day of the Year 2020 for students in Omnoi Municipality, Samut Sakhon Province
2. Organize activities with the National Blood Service Region Ratchaburi Province In accepting blood donation from physicians, nurses, staff and service recipients for use operation of the Thai Red Cross Society
3. Organized an activity "Mask for Kids to conquer COVID -19" by giving masks, aerosols and alcohol gels to schools in need on 20 - 21 July 2020
4. Organized Mother's Day activities on 12 August 2020 in conjunction with the Central Plaza Salaya department store, for the providing free preliminary health checks such as pressure, diabetes, and health consultation.



5. Organize World Stroke Day Event Discussion on the topic of "Know Fast, Know Prevent" by Dr. Nirun Rattananan Division Internal Medicine Specialist in Neurology and Brain There is a health check-up service and world stroke knowledge advising on October 29, 2020.



6. Organized a Health Day @Hospital Roadshow 2020 roadshow in conjunction with a healthy magazine. The discussion was held as follows:

- Discussion on tips (not secrets) for new mothers by Dr. Fai Saisamorn, MD, pediatrics specialist Free of charge (6 November 2020)
- Good quality antenatal care by Dr. Rachathawan Thamkunanon, MD, specializing in obstetrics and gynecology free of charge (6 November 2020)

7. Organized Father's Day activity on December 5, 2020 in conjunction with the Central Plaza Salaya department store by organizing a free initial health check.



Vichaivej International Hospital Nongkhaem

1. Lecture on COVID-19 and PM2.5 dust at Matthayom Wat Nong Khaem School on January 17, 2020.



2. Organize an exhibition on obesity And knowledge about exercise to Wat Ratchaorot School on January 8, 2020

3. Organized an activity to educate about PM 2.5 dust prevention at Kasintorn Academy School on January 23, 2020.

4. COVID-19 Knowledge Training at Muban Setthakit School on February 4, 2020

5. Set up a booth to educate PM 2.5 dust and COVID-19 at Matthayom Wat Nong Khaem School.

6. Organized a training on COVID-19 disease for teacher personnel at Assumption College Thonburi



7. Training on drugs at Sarasas Witaed Nongkhaem School

8. Healthy belly without disease project at Taweethaphisek School

9. Training to educate the monks on resuscitation (CPR) at Wat Bamphen Nuea

10. Lecture activity on the topic of good eyesight and bright life at Wat Seesuk School

11. Training to provide knowledge on First aid & CPR topic for Rex Enterprise Company

12. Training on First aid & CPR & AED topic for students and staff at Kasetsart University Kamphaeng Saen Campus

13. Training to provide knowledge on first aid topic to Thai Burapha Product Co., Ltd.

14. Training to reduce waist size, beautiful and good figure Theppadungporn Coconut Company Limited

15. Organize a blood donation project Offering the father To receive blood donation from doctors, nurses, staff and personnel



16. The pediatric center organizes a training “Measures against communicable diseases in educational institutions” inviting teachers and personnel Private and government schools



17. The pediatric center organizes a training “First Aid @School 2020 First aid little kids can help” by inviting teachers and staff Private and government schools

18. Initial health check-up service Drawing, painting and supporting 150 first aid kits to give to Assumption College Thonburi



19. Together with sanitation work general administration and the building department of Assumption College Thonburi to prevent communicable diseases according to preventive measures By screening for diseases To students in the morning before going to class And according to class To prevent the spread of COVID-19 from January 9, 2020 onwards.

20. Organized a campaign activity on the first day of the semester 1/2020 to campaign for all students to comply with measures to prevent and control the spread of COVID-19.

21. In collaboration with Wat Nong Khaem School, organized an OPEN HOUSE activity by Lieutenant Governor Dr. Anon Sookpak, Education Department, Bangkok Province. As the opening president Educating health and playing games for the fun of the students.

22. Initial health check-up for parents and relatives Graduate students Southeast Asia University on January 31, 2020

23. Educate about stress management And the psychology of children of different ages Along with updating new knowledge on child care together with teachers, personnel at Kasinthorn Academy School

24. The rescuers donated first aid bags to Nong Khaem Police Station. In performing the duty of helping road victims



25. Training to provide knowledge on stress management review knowledge of child psychology of each age. And add new knowledge on child care to parents who attend the Open house, Denla Kindergarten, Petchkasem

Vichaivej International Hospital Samutsakhon

1. Surveillance campaign prevent and control hand, foot and mouth disease for kindergarten students and child center in the area of responsibility



2. Together with the village health volunteer club (Or Sor.) To develop a project to accelerate the prevention and control of dengue fever in the community.

3. Follow-up activities to visit patients with chronic disease / elderly / disabled in the community and rehabilitation equipment for the disabled / elderly in Tha Sai Subdistrict Under the community rehabilitation network capacity development project for 2020

4. Training to provide knowledge on health promotion and disease prevention And communicable diseases to foreign workers in the workplace

5. Friends Volunteer Rescue Activity By inviting the volunteer staff of the rescue foundation in the area come to train, provide knowledge and practice skills in providing assistance to various types of disasters.

6. Seminar on safety at work By the accident work team and occupational medicine

7. Seminar on safety at work By the accident work team and occupational medicine

8. Organize a team of doctors and nurses to educate them on the prevention of chemical dangers. And first aid to Government agency And employees in various establishments In order to be able to provide initial assistance to the patient



9. Issued a mobile medical unit to support safety activities in educational institutions. Establishment And various stores such as the First Aid Unit The medical unit moved quickly to repair the accident plan. In the fire And chemical spills, etc.

10.Together with the Office of Labor Protection and Welfare, Samut Sakhon Province, with activities to organize health exhibitions for the Provincial Group, various establishments.

11.participated in the Occupational Safety Week by organizing a basic health screening booth at Thao Hua Sin Company Limited.

12.Participated in the Occupational Safety Week by organizing a basic health screening booth at Thao Hua Sin Company Limited.



13.Co-organized an activity booth with Samut Sakhon provincial social security office at the office of skill development, Ban Ko Subdistrict, welcoming the Deputy Minister of Labor for an inspection of Samut Sakhon Province Inside the activity booth, there is a health examination demonstration by Occupational health conditions such as occupational optometry, pulmonary examination machines, hearing machines and digital pressure monitors. Ready to introduce some knowledge about the health check for the participants

14.Participate in the Healthy Thailand project for the insured year 2020, the hospital has organized a team to provide health check-up services to various government agencies And social security officials, including people who come to use the services in the office

15.Providing advice and knowledge about diabetes, hypertension to the elderly in the community and housing pigs in the neighborhood.

16.Together with the Social security office set up a screening booth Measure body temperature Provides health knowledge and hands-on demonstration to staff of the Labor Protection and Welfare Division at Mahachai Green Boutique Resort by the Provincial Governor. And the Deputy Governor of Samut Sakhon Province gave an honor to open the event and visit the activity booth

17.Project activity booth "Safety Officer Day at Work" at the industrial estate, Samut Sakhon With a health examination demonstration by Health tools Risk groups, such as a lung dryer Hearing machine occupational eye examination machine etching the event, the provincial governor opened the event and visited the hospital booth

18. Organize the Smile Corner booth According to the policy of the Ministry of Labor To provide services to service recipients and social security patients, with the Minister of Labor and his group visited the smind connors booth at the hospital on november 9, 2020 and was honored to be invited to organize the smile corner booth. In the clarification meeting paying for medical services And reviewing information on the use of c security hospitals Both public and private sectors on 27 November 2020

Vichaivej Yaekfaichai Hospital

1. Provide support for things on the national Children's Day activities promote Fa Sai Clinic With nearby communities Hospitals in Bangkok Noi District

2. Making a happiness sharing cabinet project For the community Pompipat Share Kindness during a COVID-19 Crisi



3. Organized an academic discussion on "Bangkok Noi, Taling Chan, Smoke-Free, COVID-19" for community leaders. To build a better understanding of the effects of smoking

4. Director of Vichaivej Hospital Yeakfaichai, gave a lecture on the topic "Happy retirement" due to retirement of employees of the Metropolitan Waterworks Authority

5. Issue a temperature measurement service unit And publicize various projects that people can participate in, such as knee replacement surgery, etc. at Wat Kaew community

6. Director of Vichaivej Hospital Yeakfaichai, Intersection torch organized a special lecture activity on the ceremony of honoring the civil servants of the land department at TK Palace Hotel



7. lecture activity to officials at the Metropolitan Electricity Authority of Thonburi on "Safe work posture"

8. Mobile medical unit activities The cataract screening unit was launched at the 20th International Lions Service Day in collaboration with the International Lions Club Region 310 - A2 and Bang Khae District Office at Phetkasem Phra amulet.

9. Arrange an activity booth "Knees, cataract screening and Fasai Clinic" at the Tobacco Abolition ceremony was successful Reduction of tobacco consumption for Bangkok personnel office of drug addiction Prevention and Treatment, Health Office at Bangkok City hall, Din Daeng District

10. In collaboration with the Srivichai Foundation Give air conditioners to the Bangkok Noi Police Station To support the police in serving people in contacting the government



Additional guideline for anti-corruption

The Company attaches significance on anti-corruption and integrated anti-corruption aspects in policies such as compliance, corporate social responsibility, and business ethics. All of the said policies were approved by the Board of Directors and implemented accordingly. To ensure compliance and promote the Company to follow the good corporate governance and to improve the compliance system to enhance efficiency of corporate governance, the Compliance Committee was established on 19 December 2016 with the duty to steer anti-corruption policies, business ethics, and corporate social responsibility. Training and testing will be provided to raise awareness of the staff and directors as well as newly recruited employees and executives through orientation.

The Company established compulsory programs for staff and management whereby related materials were incorporated as part of the overall knowledge base of the Company for staff to conduct self-learning. In addition, the guideline for compliance and anti-corruption as well as the assessment of compliance with the anti-corruption policies were conducted and the report thereof was presented to the Board of Directors.

The Company participated in the Coalition of the Anti-Corruption (CAC) and signed off on the declaration of private sector to collaborate with CAC to ensure anti-corruption of all kinds. The Company expected to be accepted to the program in 2019. And the Company accepted the Coalition of the Anti-Corruption (CAC) cooperated with The Thai Institute Of Directors (IOD) by announcing Srivichai Vejvivat Public Company Limited has been certified as a member of the Coalition of the Anti-Corruption (CAC) on February 26, 2019.

Corporate Governance Committee has followed the practice of anti-corruption policy of the directors, executive and employees. Including a book to remind receiving gifts in various festivals.

Business Ethics and Code of conduct

In order for the company to succeed in continuous operation. The company's commitment and focus to the

business fair with the law, including the Code of Ethics and Code of Conduct for directors, executives and employees at all levels to adhere better to perform the duties assigned for participate in the development of sustainable and efficient.

Therefore, to achieve a practical, reasonable and accurate, the Company has established a Code of Ethics and Business Conduct as follows:

Conflicts of interest

The corporate personnel should not behave in a way that could pose a conflict of benefit and always be realize that we have a benefits on operations.

Guidelines of Practice

- The company personnel must not take any action to cause a conflict with the organization both directly and indirectly.
- The company personnel not should work the extra jobs from external organizations which pose a conflict of benefit with the company unless executive are allowed.
- Do not use the authority or any action for the benefit of own selves or persons involved.
- The committee or executive of the company to consider various conflicts affecting the organization with transparency by focused the benefit of the organization is critical.
- If you see that the person's close that get the benefit which contrary to the benefit of the organization. Those involved will be disclosed such items that was wondering every time.

Confidentiality; Collection of data and Using of internal data

The company personnel are required to keep the information confidential of the company strictly. If company secrets are disclosed to the public or to competitors may cause serious adverse effects on the organization.

Guidelines of Practice

- The executive or employees companies that have brought the company' information has use in various operations that be careful and keep the information as well.

- The company personnel must keep company data and customer information is confidential to those no involved, unless was the legal regulations or get the approval of the authority and have signed written authorization.

- There is prohibition no allowed the personnel brought the data to use in the pursuit of their own benefits to make a bad impact on the organization.

- The corporate personnel should be kept both the documents and electronic informations, according to company have defined.

Procurement and Practice to partners and/or creditor

The company sive procedence to procurement which is a process in deterining the costs of product and service taking into account honests.

Guidelines of Practice

- Do not ask or receive-pay any benefits was dishonest to partners and/or creditors.

- To comply with the terms of the contracts to partners strictly, be transparent. Especially, Terms of Guarantee, The Capital Management, overdue repayment which should not be the way to corruption or discloser or concealed of facts that affect damage to creditors.

- The staff is responsible for the procurement of goods and services must focus on value of price and quality.

- Those who are involved with partners and/or creditors should keep the contract documents and various agreements as evidenced in case a conflict of benefits.

- If found the companies, partners and/or creditors not complying with the agreement that affect damage to organization will be cease operations and reporting to commandants to find solutions further.

Practice to competitors

Competitors are one of the factors to compete with each other according to the market growth. There fore keep the business running well. Do not distort the information or use any other method that is not according to the rules.

Guidelines of Practice

- The company must operate under the rules of good and righteousness competitive, honesty and transparency.
- Do not discredit the competitors by distorting the facts.
- Providing to support participation with competitors to benefit consumers or society as a whole.

Internal control and internal audit

The company has set up a monitoring system of internal controls by auditors for responsibility on the action plan to achieve the goals, according to the company's efficiency. Inculding the auditors must be able to create trust and consultation as fair and independent.

Guidelines of Practice

- Internal auditors must be honest, transparent and equitable as well as treatment of confidential information as well.

- Internal auditors must have not participation in activities as conflict to benefits of the organization.

- Internal auditors must not use the information to find any benefit for one-self contrary to the law.

- Practice of internal auditing must adhere to international standards for the Professional Practice of Internal Audit.

Practice to employees

The employees is a critical factor in business whether, it is in any sectors whatever. Therefore, Companies have to promote and by motivating employees to work for the benefits to the organization as much as possible. Has provided a set of guidelines for good practice and had committed to developing and building confidence to employees at all levels.

Guidelines of Practice

- Providing fair compensation to employees.
- Adjusting the position, to reward employees who perform well. As well as penalties for employees who break the rules of the company. These things need to be considered and judged equally and based on knowledge and capabilities of each employee.

- Focus on developing knowledge and skills of people in the organization by providing opportunities for employees at all levels continuously.

- Hearing comments and suggestions from employees at all levels equally.
- Practice to employees with politeness.
- Providing to maintain an environment at workplace to secure for the lives and property of employees regularly.
- Administration without any action being unfair to avoid affecting the stability in the work and reduce the pressure on the minds of employees.
- The compliance with labor laws strictly.
- Creating an understanding to the employees in issue of work ethic to promote employees to have good behavior and within the framework of the ethics.
- Provide opportunities for employees to report the clue of corruption or lawbreaking of administrative section to audit committee.

The practice of employees

The all employees of Srivichai Vejvivat Public Company Limited and subsidiaries has committed working with regard to the ethic of service according professional standards in order to build trust with customers, shareholder, investors include the Colleague.

Guidelines of Practice

- Operation with honestly both customers companies and colleagues and to help promote a good reputation for the organization.
- Protecting company property not damaged and use carefully covering should not be used for a benefit of own.
- Report incidents that resulted in damage of organization to the commander get to know immediately.
- Do not allow the disclosure of information trade to the other individuals, unless authorized by the company beforehand.
- Prohibits the destruction of property, equipment and tools of the company.
- Do not bring the equipment or any other property of the company to an outside organization.
- Do not criticize policy of administrative section in a manner that caused the damage.
- Do not make modifications or tampering documents or clarify any evidence that is not true for a benefits of own.

- Do not take any action which caused a rift between employees.
- Do not convince the colleagues to tarnish, pedophilia or to sneaky say on prostitution.
- Do not impute about organizations, colleagues, products, customers and executive.
- Do not make customers disgrace to the public or show aggressive behavior toward others.
- Do not break criminal law to organizations, customers and other individuals.
- Do not use any asset or place that provided for customers.
- Do not claim of money or property from another person for a benefits of own.
- Do not do any action that make misunderstand that to ask a reward from customers.

Responsibility to the community and society as a whole.

The company focuses on corporate social responsibility and community as a mission to create activities that benefit society by focusing on the development of society, the environment as well as support education etc.

Guidelines of Practice

- The companies has participating in the suitable activities for the public in development and services to social as well as promoting social activities to protect the environment and improving the quality of life in the community.
- The companies must be involved in the responsibility for the quality, safety, health and a focus on the environment continues including the use of resources to create the most utility and the impact is minimal.
- The companies is promoting energy conservation. By using the energy and resource efficiency to maintain benefits for future generations.
- The awareness about corporate social responsibility and environment to personnel at all levels continuously.

Receiving and giving gifts or any other benefits.

Receiving and giving gifts or any other benefits was not suitable might be impact to the organizations or be cause make the companies lost the benefits, so the companies will not support any act above.

Guidelines of Practice

- The employees should avoid giving, Receiving or any other benefits from the business confederate of company.
- Can be give or receive such gifts, according to tradition and must not influence any business decision. Then the gifts received have to kept at centrally.
- If you received a gift in the various festival that is rather high value from the business confederate of company need to report to commander get to know hierarchical.



Safety, health and environment in the workplace

The company is attentive to its employees and the communities surrounding to various safety both sanitation and the good environment so has established guidelines to ensure safety in the workplace as according to the law determine.

Guidelines of Practice

- The company has set guidelines to prevent accidents and illness at work to all employees seriously. As well as managing the risks affecting work efficiency.
- The Company has complied with the laws and regulations strictly.
- The company has provided training to staff knowledge and understanding about safety to prevent various dangerous in the workplace including has plans of security training annually.



Practices with customers and consumers.

Customers and consumers as who purchase goods and services of the business which generates revenue and profit for the organization and make the business has sustainable existence. Therefore, The company must have guidelines and best practice in creating customer satisfaction in all aspects.

Guidelines of Practice

- The companies must treat customers with honesty and equality.
- The companies aims to provide quality products and services for respond to need and satisfaction of customers continuously.
- The companies must disclose correctly information about products and services by focusing the benefits of the customer is important.
- The companies need to focus on safety in the products and services offered to customers strictly and accepts responsibility in case there is a problem on products and services.
- The companies must provide training to its staff to have knowledge and understanding of good practice including security for customers continuously.
- The companies must provide a system to receive complaints from customers effectively to complaint was responded to quickly.

Practice guideline on monitoring the risk of corruption

The Audit team undertakes its duties and responsibilities to conduct internal control systems, manage corruption -risk, review good governance, provide suggestion continuously, and report to the Audit Committee on any significant finding. However, all audits will apply to the annual audit plan that has been approved by the Audit Committee.

The Audit team and the Executive Committee undertake their duties and responsibilities in testing and evaluating risk of corruption to ensure that the Company has practice, monitor, review and revisit the Anti-Corruption Guidance effectively. Report of any significant findings will be submitted to the Audit Committee and raised to the Board of Director Committee in time.

In the case of the investigation to determine the facts that found the information from the inspection Complaints or evidence which led to believe that there are certain items or actions which may affect the financial status and performance of the company. Including illegal or regulations of the company So, The Audit Committees need to report with The Executive Committees to find guidelines to improve within the period that the Audit Committees sees suitable.

The company is committed to conducting business with integrity and realizes the importance of transparency business operations adhere to the principles of good corporate governance. In order to efficient operation with social responsibility and stakeholders. The Company participated in the Coalition of the Anti-Corruption (CAC) for a guide for directors, executive and employees to strictly comply with the anti-corruption policy which the company will explain the policy in every orientation for new employees. New employees will be informed of the anti-corruption policy including notifications to retail and corporate customers of the Group. In order to request cooperation in compliance with the receiving and giving gift policy on various festive. The company has published the anti-corruption policy including notification to stop accepting gifts on the company website.

Internal Control and Risk Management

Comments from the Board of Directors towards the company's internal control

Board of Director and executive management recognizes that internal control system is important mechanism in reducing business risk and increasing efficient business operation which is included resource allocation appropriately and achieve objective of the Company.

Board of Directors commissioned the Audit Committee has a duty and responsibility in review the appropriateness and effectiveness of internal control system which the executive management provided it to ensure that the Company has adequate internal control system in the risk management, protect the Company's assets from lost or used by unauthorized person, compliance with laws and regulations, and correctness and assurance of the financial statement. In addition, the Audit Committee considers the independence of the internal audit department, and considers the appropriateness and adequacy of personnel in such department, and approves the appointment or dismissal internal audit manager.

Audit Committee reviewed appropriate and efficient the internal control system and the internal audit by considered in conjunction with the internal auditor and reported to Board of Director to inform or consider in quarterly. In the prior year, Audit Committee has expressed their opinion and recommendation to executive management on matters material. Furthermore, the external auditor, who is EY Office Limited and audited financial statement of the Company for the year ended 2020, have jointed meetings with Audit Committee and expressed the opinion that the internal control system of the Company was satisfactory level and not found error/weakness to have significant impact on the opinion of the external auditor.

In Board of Directors meeting No. 10/2020 as at 23 December 2020, Audit Committee attended the meeting. Board of Directors has assessed the adequacy of internal control system annually by the Securities and Exchange Commission's form in accordance with COSO (The Committee of Sponsoring Organizations of the Tradeway Commission) which included the control environment, the risk management, the control activities, the information and communication, and the monitoring activities. Board of Directors agreed that the Company performed to COSO appropriately as (1) Control Environment (2) Risk Assessment (3) Control Activities (4) Information & Communication and (5) Monitoring Activities

The Board of Directors agreed that the Company's internal control system, an adequate and appropriate of 5 sections.

Different opinions during the Audit Committee and the Board of Director Committee

- None-

Information of head of internal audit unit and head of compliance unit

The Company has appointed Mr.Chinnapat Upajit as internal audit manager since 1 August 2016, which was approved by Audit Committee. The committee had considered his qualification, knowledge, and experience of internal audit task, had concluded that he has the right to perform duties appropriately.

In order to consider and approve the appointment, transfer and dismissal of the incumbent internal audit manager of the Company must be approved by the Audit Committee.

Related Transactions

The Company and its subsidiaries had significant business transactions with related parties. Such transactions, which are disclosed in Article 6 Transactions with related parties. Which appears in the notes to the consolidated financial statements and consolidated financial statements of the Company for the year ended December 31, 2020 and 2019, which related party transactions is based on commercial terms and bases agreed upon between the Company and parties related to them. This is normal business in summary, as follows:

1. Relationship

Subsidiary	Relationship
Srisakorn Vejavitvat Company Limited	Through common shareholdings and directorships
Saivichai Development Company Limited	Through common shareholdings and directorships
Bangkok Orthopedic Hospital Company Limited	Through common directorships
Srivichai Vocational School Company Limited	Through common management

2. Pricing Policy

- 2.1 Medical service income, expenses and buy-sell between each other in group based normal price less certain discount.
- 2.2 Service income and expenses based normal price.
- 2.3 Rental income and rental expenses rate in contract price.
- 2.4 Consulting fees rate in contract price.

3. Name of directors and executives are related parties

- 1. Assoc. Prof. Vichai Vanadurongwan, M.D., Ph.D., FIMS
- 2. Asst. Prof. Saisunee Vanadurongwan, M.D.
- 3. Pongsak Vathana, M.D.
- 4. Mongkon Wanitphakdeedecha, M.D., M.Sc.
- 5. Vilawan Vanadurongvan, Ms
- 6. Prut Rojmahamongkol, Mr
- 7. Sakda Tangjitwattankorn, Ph.D.

Financial Highlights

The consolidated financial statements	2020	2019	2018
Statements of financial position (Unit: Millions of Baht)			
Total Assets	2,311.34	2,209.28	1,988.70
Total Liabilities	907.25	912.79	817.07
Total Shareholder's Equity	1,404.09	1,296.49	1,171.63
Statements of financial position (Unit: Millions of Baht)			
Service Income	2,275.67	2,480.85	2,246.69
Total Revenues	2,289.94	2,503.06	2,259.25
Net Profit	186.85	200.42	177.12
Common Share Data			
Number of common shares issued (Million shares)	570.67	570.67	570.67
Book value per share (Baht)	2.46	2.27	2.05
Basic earnings per Share (Baht)	0.33	0.35	0.31
Significant Financial Ratios			
Growth Ratio (Percent)			
Growth Rate of Service Income	(8.27)	10.42	14.51
Growth Rate of Net Profit Margin	(6.77)	13.15	40.92
Profitability Ratios (Percent)			
Gross Profit Margin	24.07	24.20	23.88
EBITDA Ratio	18.10	16.58	16.35
Net Profit Margin	8.13	7.98	7.81
Rate of Return (Percent)			
Return on Assets	11.01	12.69	12.48
Return on Equity	13.82	16.22	15.82
Management of assets and liabilities			
Current ratio (times)	0.98	0.97	0.89
Average collection period (days)	57.60	50.08	46.46
Average sale period (days)	10.59	9.58	10.64
Leverage Ratio (times)			
Debt to Equity ratio	0.65	0.70	0.70
Interest Coverage Ratio	11.84	13.03	11.48

Management Discussion and Analysis

The Operations result of the company, its Subsidiaries

List	2020	2019	Changes	%
Revenues from hospital operations	2,275.67	2,480.84	(205.17)	(8.27)
Other Income	14.26	22.21	(7.95)	(35.79)
Total revenues	2,289.93	2,503.05	(213.12)	(8.51)
Cost of hospital operations	1,727.93	1,880.51	(152.58)	(8.11)
Selling expenses	58.16	77.37	(19.21)	(24.83)
Administrative expenses	255.00	278.84	(23.84)	(8.55)
Total expenses	2,041.09	2,236.72	(195.63)	(8.75)
Profit before finance cost and income tax expenses	248.84	266.33	(17.49)	(6.57)
Finance cost	21.01	20.44	0.57	2.79
Profit before income tax expenses	227.83	245.89	(18.06)	(7.34)
Income tax expenses	40.98	45.47	(4.49)	(9.87)
Profit for the year	186.85	200.42	(13.57)	(6.77)

For the company's Performance ended December 31, 2020 , the company and its subsidiaries had a net profit of 186.85 million Baht decrease from the year 2019 of 13.57 million Baht or 6.77%

Revenue from hospitals operation for the year ended 31 December 2020 amounted to 2,275.67 million Baht, decrease from the year 2019 of 205.17 million Baht or 8.27 from non-capitation patients and from the heart center of non-capitation, and revenue of capitation decrease to resulting decrease in total revenue of the company and its subsidiaries 213.12 million Baht or 8.51% from 2,503.05 million Baht to 2,289.93 million Baht. Net after deducting intercompany transactions

Cost of hospital operations in 2020 of the Company and its subsidiaries, including 1,727.93 million Baht, an decrease from the year 2019 of 152.58 million Baht or 8.11. This is mainly due to situation the epidemic of Corona Virus disease 2019, causing the company to manage and control service costs of doctor fees and expenditures on medical personnel.

Selling expenses for the year ended 31 December 2020 amounted to 58.16 million baht, decrease from the year 2019 of 19.21 million baht or 24.83 as a causing control the cost of sales.

Administrative expenses for the year ended 31 December 2020 amounted to 255.00 million baht decrease from the year 2019 of 23.84 million baht or 8.55 as a result of reduce a compensation about executive team , control expenses related to support personnel and other administrative expenses.

Total expenses for the year ended 31 December 2020 amounted to 21.01 million baht, an increase of 0.57 million baht from 2019, or 2.79% as a result of short-term loans from financial institutions to invest and turnover in the business including expanding the building to accommodate the growing group of customers.

Total income tax expense for the year ended 31 December 2020 of 40.98 million baht, a decrease of 4.49 million from 2019 baht or 9.87% cause of the decrease in net profit.

Profitability Ratio

(Unit: Million Baht)

List	2020	2019	Changes	%
Gross Profit	547.74	600.34	(52.60)	(8.76)
Gross Profit Margin Ratio (%)	24.07	24.20	-	(0.13)
EBITDA	414.50	414.90	(0.40)	(0.10)
EBITDA Ratio (%)	18.10	16.58	-	1.52
Net Profit Margin Ratio (%)	8.13	7.98	-	0.15

From the above table, EBITDA decreased from 414.90 million baht in 2019 to 414.50 million baht in 2020 or an decrease of 0.10%. As a result has good cost and expense management, the EBITDA Ratio increased from 16.58% in 2019 to 18.10% in 2020 and the net profit margin increased from 7.98% in 2019 to 8.13% in 2020.

Financial Status

(Unit: Million Baht)

List	2020	2019	Changes	%
Total Assets	2,311.34	2,209.28	102.06	4.62
Total Liabilities	907.25	912.79	(5.54)	(0.61)
Equity Holders of The parent	1,401.67	1,294.32	107.35	8.29
Total Shareholder's Equity	1,404.09	1,296.49	107.60	8.30

The consolidated financial statements of the Company and its subsidiaries as at December 31, 2020, with total assets of 2,311.34 million baht, an increase of 102.06 million baht or 4.62% from 2019, due to an increase in land, building and equipment equivalents of 238.44 million baht and increase of 51.75 from right of use asset. From the introduction of the TFRS 16 which requires the company leases must be recognized as assets and liabilities for all leases.

Total liabilities of the company and subsidiaries as of December 31, 2020, amounted to 907.25 million baht, an decrease of 5.54 million baht or 0.61% from 2019, due to the decrease in trade and other payables of 74.23 million Baht and increase in finance lease liabilities of 61.04 million Baht cause bring to use the TFRS16 about leases agree ment.

The shareholders' equity of the Company as of 31 December 2020 totaled 1,401.67 million baht an increase of 107.35 million baht or 8.29% from 2019.

Liquidity and capital management

Cash flow

(Unit: Million Baht)

List	2020	2019
Net cash flows from operating activities	348.83	384.42
Net cash flows used in investing activities	(239.08)	(235.88)
Net cash flows used in financing activities	(100.75)	(68.94)
Net increase in cash and cash equivalents	9.00	79.60
Cash and cash equivalents at beginning of year	191.16	111.56
Cash and cash equivalents at end of year	200.16	191.16

For the year ended December 31, 2020, the Company and its subsidiaries have net increase in cash and cash equivalents in the amount of 9.00 million baht which the Company and its subsidiaries have 191.16 million baht in cash and cash equivalents at the beginning of the year and equivalents at end of year equals 200.16 million baht . Details of cash flows for each activity are as follows;

Net cash flow from operating activities amounted to 348.83 million baht, mainly due to the profit of the year 2020. The net cash flow used in the investment business was 239.08 million baht mainly due to repayment of medical equipment purchase and the net cash flow used in financing activities was 100.75 million baht, , and dividend payment and loans from financial institutions.

Financial Ratios

List	2020	2019	2018
Yield (%)			
Return on Assets	11.01	12.69	12.48
Return on equity	13.82	16.22	15.82
Liquidity Ratio (Times)			
Liquidity ratio	0.98	0.97	0.89
Quick ratio	0.88	0.88	0.78
Asset and Liability Management (Day)			
Average collection period	57.60	50.08	46.46
Average selling time	10.59	9.58	10.64
Average repayment period	68.77	66.05	70.80
Financial ratio analysis (times)			
Interest Payment Capability	11.84	13.03	11.48
Debt to equity ratio	0.65	0.70	0.70

Return on assets and return on equity ratio in 2020 of 11.01% decreased from 2019 of 12.69% due to decreased hospital operating results which caused the company, the situation epidemic of Corona Virrus disease 2019.

Average collection period increased from 50.08 days to 57.60 days, average sales period and the average payment period increased from 9.58 days and 66.05 days in 2019 to 10.59 days and 68.77 days in 2020, respectively.

Interest payment capability decreased from 13.03 times in 2019 to 11.84 times in 2020 because the company has profit before financial cost and taxes in 2019, increase interest paid and Debt to equity ratio decrease 0.70 times in 2019 to 0.65 times in 2020, in which the Company and its subsidiaries manage the control Strong financial structure By keeping the financial ratio and liquidity at an appropriate level.

Report of the Board of Directors on the Financial Statements year 2020

The Board of Directors has realized the importance of its role and responsibility on implanting the corporate governance principle into the company's management. This also means to ensure that the Company's financial statement and financial information in the annual report is accurate, complete and in line with the accounting standard. As well as the reins adequate disclosure of information in the notes to the financial statements that can reflect the financial position, performance, and cash flows accurately, transparently and beneficially to the shareholders and general investors

In this regard, the Board of Directors has focused on improving the management structure and internal control systems to boost the creditability of the Company's financial statement. Such improvement also helps guarantee that the Company is equipped with an effective system to monitor its assets and to prevent serious misconducts and other operational irregularities of the Company.

The Board of Directors has appointed the Audit Committee comprising of a number of independent directors, who are fully qualified under the requirements by the Stock Exchange of Thailand. The Audit Committee is mainly responsible for maintaining the quality of the financial report and internal control systems. It is also responsible for any disclosure of connected transactions. The Committee's reviews on such matters will appear in this Annual Report and form 56-1 under the Audit Committee's Report.

The Board of Directors has the opinion that the Company's overall internal control system is adequate and appropriate. The Board is reasonably confident that the separate financial statements and consolidated financial statements of the Company and its subsidiaries for the year ended 31 December 2020 are reliable and complying with generally accepted accounting standards and the practice is in compliance with related law and regulations.



(Assoc.Prof.Vichai Vanadurongwan, M.D.,Ph.D.,FIMS)
Chairman of the Board



(Ass.Prof.Saisunee Vanadurongwan,M.D.)
Chief Executive Officer

Independent Auditor's Report

To the Shareholders of Srivichaivejvivat Public Company Limited

Opinion

I have audited the accompanying consolidated financial statements of Srivichaivejvivat Public Company Limited and its subsidiaries, which comprise the consolidated statement of financial position as at 31 December 2020, and the related consolidated statements of comprehensive income, changes in shareholders' equity and cash flows for the year then ended, and notes to the consolidated financial statements, including a summary of significant accounting policies, and have also audited the separate financial statements of Srivichaivejvivat Public Company Limited for the same period.

In my opinion, the financial statements referred to above present fairly, in all material respects, the financial position of Srivichaivejvivat Public Company Limited and its subsidiaries and of Srivichaivejvivat Public Company Limited as at 31 December 2020, their 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 and its subsidiaries in accordance with the Code of Ethics for Professional Accountants as issued by the Federation of Accounting Professions 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.

Emphasis of Matter

I draw attention to Note 28.4 to the consolidated financial statements regarding the cancellation of public health services of National Health Security Office. My opinion is not modified in respect of this matter.

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.

Estimation of accrued medical treatment income

The Company and its subsidiaries have revenues from the provision of medical services to patients under the government welfare schemes of the Social Security Office and the National Health Security Office. The amounts of such revenues are determined based on government policy, the number of insured persons registered with the Company and its subsidiaries, and statistical information on the services provided by the

Company and its subsidiaries. As discussed in Note 9 to the financial statements, as at 31 December 2020, the Company and its subsidiaries had accrued medical treatment income from the two government agencies amounting to Baht 117 million. An estimation of accrued medical treatment income requires management to exercise significant judgement. There is thus a risk of the amount of such accrued income.

I have examined the accrued medical treatment income by

- Assessing and testing the Company and its subsidiaries' internal controls with respect to the estimation of accrued medical treatment income by making enquiry of responsible executives, gaining an understanding of the controls and selecting representative samples to test the operation of the designed controls.
- Assessing the appropriateness of the criteria, methodology and conditions applied by the Company and its subsidiaries in estimating accrued medical treatment income in accordance with government policy.
- Performing the reasonableness of past estimates of accrued medical income by comparing those estimates with the actual amounts received.
- Examining cash receipt transactions relating to accrued medical treatment income subsequent to the period-end date.

Goodwill

I have focused my audit on the consideration of the impairment of goodwill with indefinite useful lives, as discussed in Notes 14 to the financial statements, because the assessment of impairment of goodwill is a significant accounting estimate requiring management to exercise a high degree of judgment in identifying the cash generating units, estimating the cash inflows that are expected to be generated from that group of assets in the future, and setting an appropriate discount rate and long-term growth rate. There are thus risks with respect to the amount of goodwill.

I assessed the identification of cash generating units and the financial models selected by management by gaining an understanding of management's decision-making process and assessing whether the decisions made were consistent with how assets are utilised. In addition, I tested the significant assumptions applied by management in preparing estimates of the cash flows expected to be realised from the assets, by comparing those assumptions with information from both internal and external sources and comparing past cash flow projections to actual operating results in order to evaluate the exercise of management judgment in estimating the cash flow projections. I also evaluated the discount rate applied by management through analysis of the moving average finance costs of the Company and of the industry, tested the calculation of the realisable values of the assets using the selected financial model and considered the impact of changes in key assumptions on those realisable values, especially changes in the discount rate and long-term revenue growth rates.

Other Information

Management is responsible for the other information. The other information comprise the information included in annual report of the Company and its subsidiaries, but does not include the financial statements and my auditor's report thereon. The annual report of the Company and its subsidiaries 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 and its subsidiaries, 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 and its subsidiaries' 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 and its subsidiaries or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Company and its subsidiaries' 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 and its subsidiaries' 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 and its subsidiaries' 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 and its subsidiaries 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 and its subsidiaries to express an opinion on the consolidated financial statements. I am responsible for the direction, supervision and performance of the Company and its subsidiaries 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.

I am responsible for the audit resulting in this independent auditor's report.



Khitsada Lerdwana
Certified Public Accountant (Thailand) No. 4958
EY Office Limited
Bangkok: 22 February 2021

Financial Statement

Srivichaivejvitat Public Company Limited and its subsidiaries

Statement of financial position

As at 31 December 2020

(Unit: Baht)

	Note	Consolidated financial statements		Separate financial statements	
		2020	2019	2020	2019
Assets					
Current assets					
Cash and cash equivalents	8	200,160,940	191,157,895	20,555,172	43,974,701
Trade and other receivables	9	354,876,405	363,361,471	173,134,040	186,576,393
Medicine and supplies	10	51,268,754	49,006,676	17,575,852	14,510,514
Other current assets		10,365,163	8,492,917	2,192,884	1,433,600
Total current assets		616,671,262	612,018,959	213,457,948	246,495,208
Non-current assets					
Restricted bank deposits	11	489,400	489,400	-	-
Investments in subsidiaries	12	-	-	410,999,916	410,999,916
Other long-term investment		-	40,500,000	-	40,500,000
Other non-current financial asset		40,905,000	-	40,905,000	-
Property, plant and equipment	13	1,488,027,345	1,249,591,927	885,403,473	762,573,595
Leasehold rights		-	182,367,257	-	-
Right-of-use assets	18	51,752,294	-	3,133,867	-
Goodwill	14	64,863,745	64,863,745	-	-
Deferred tax assets	23	17,738,670	15,304,481	2,959,288	2,573,703
Other non-current assets		30,890,452	44,144,673	25,661,066	30,865,448
Total non-current assets		1,694,666,906	1,597,261,483	1,369,062,610	1,247,512,662
Total assets		2,311,338,168	2,209,280,442	1,582,520,558	1,494,007,870

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

Srivichaivejvivat Public Company Limited and its subsidiaries

Statement of financial position (continued)

As at 31 December 2020

(Unit: Baht)

	Note	Consolidated financial statements		Separate financial statements	
		2020	2019	2020	2019
Liabilities and shareholders' equity					
Current liabilities					
Short-term loan from financial institutions	15	203,300,000	118,000,000	195,000,000	110,000,000
Trade and other payables	16	288,427,503	362,658,746	150,324,530	158,525,433
Current portion of payable from purchase of investment	12	4,973,373	4,714,098	4,973,373	4,714,098
Current portion of long-term loans	17	99,171,369	115,457,474	50,859,848	68,650,367
Current portion of lease liabilities	18	11,728,001	7,343,272	961,979	1,283,259
Income tax payable		18,366,444	19,395,286	4,913,235	8,836,091
Other current liabilities		4,488,325	3,635,129	1,483,153	1,244,393
Total current liabilities		630,455,015	631,204,005	408,516,118	353,253,641
Non-current liabilities					
Payable from purchase of investment, net of current portion	12	22,783,475	27,756,848	22,783,475	27,756,848
Long-term loans, net of current portion	17	131,076,137	187,912,810	41,570,000	61,039,848
Lease liabilities, net of current portion	18	65,803,976	9,151,533	947,962	1,909,942
Provision for long-term employee benefits	19	49,266,939	48,380,956	12,674,296	11,381,588
Deferred tax liabilities	23	7,865,499	8,386,889	4,907,511	5,033,056
Total non-current liabilities		276,796,026	281,589,036	82,883,244	107,121,282
Total liabilities		907,251,041	912,793,041	491,399,362	460,374,923

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

Srivichaivejvivat Public Company Limited and its subsidiaries

Statement of financial position (continued)

As at 31 December 2020

(Unit: Baht)

	Note	Consolidated financial statements		Separate financial statements	
		2020	2019	2020	2019
Shareholders' equity					
Share capital					
Registered					
570,666,666 ordinary shares of Baht 1 each		570,666,666	570,666,666	570,666,666	570,666,666
Issued and fully paid					
570,665,433 ordinary shares of Baht 1 each		570,665,433	570,665,433	570,665,433	570,665,433
Share premium		37,938,115	37,938,115	37,938,115	37,938,115
Retained earnings					
Appropriated - statutory reserve	20	50,976,063	44,123,192	50,976,063	44,123,192
Unappropriated		723,095,623	622,926,682	431,217,585	380,906,207
Other components of shareholders' equity		18,993,496	18,669,496	324,000	-
Equity attributable to owners of the Company		1,401,668,730	1,294,322,918	1,091,121,196	1,033,632,947
Non-controlling interests of the subsidiaries		2,418,397	2,164,483	-	-
Total shareholders' equity		1,404,087,127	1,296,487,401	1,091,121,196	1,033,632,947
Total liabilities and shareholders' equity		2,311,338,168	2,209,280,442	1,582,520,558	1,494,007,870
		-	-	-	-

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

Srivichaivejvivat Public Company Limited and its subsidiaries

Statement of comprehensive income

For the year ended 31 December 2020

(Unit: Baht)

		Consolidated financial statements		Separate financial statements	
	Note	2020	2019	2020	2019
Profit or loss:					
Revenues					
Revenues from hospital operations		2,275,671,828	2,480,847,573	922,042,378	1,034,669,818
Dividend income	12	-	-	64,153,116	77,505,511
Other income		14,265,340	22,211,982	3,212,414	4,349,574
Total revenues		2,289,937,168	2,503,059,555	989,407,908	1,116,524,903
Expenses					
Cost of hospital operations		1,727,931,612	1,880,509,753	704,311,632	781,336,536
Selling expenses		58,159,890	77,373,008	22,476,649	26,002,744
Administrative expenses		255,001,950	278,841,973	100,032,122	116,991,760
Total expenses		2,041,093,452	2,236,724,734	826,820,403	924,331,040
Operating profit		248,843,716	266,334,821	162,587,505	192,193,863
Finance cost	21	(21,009,857)	(20,441,489)	(10,112,440)	(14,712,881)
Profit before income tax expenses		227,833,859	245,893,332	152,475,065	177,480,982
Income tax expenses	23	(40,981,929)	(45,470,025)	(15,417,657)	(19,005,959)
Profit for the year		186,851,930	200,423,307	137,057,408	158,475,023
Other comprehensive income:					
Other comprehensive income not to be reclassified to profit or loss in subsequent periods					
Actuarial gain (losses)	19	749,809	(8,338,125)	-	(1,470,937)
Less: income tax effect	23	(112,471)	1,659,619	-	294,187
Other comprehensive income not to be reclassified to profit or loss in subsequent periods - net of income tax		637,338	(6,678,506)	-	(1,176,750)
Other comprehensive income for the year		637,338	(6,678,506)	-	(1,176,750)
Total comprehensive income for the year		187,489,268	193,744,801	137,057,408	157,298,273
Profit attributable to:					
Equity holders of the Company		186,277,761	199,822,421	137,057,408	158,475,023
Non-controlling interests of the subsidiaries		574,169	600,886		
		186,851,930	200,423,307		
Total comprehensive income attributable to:					
Equity holders of the Company		186,914,971	193,170,709	137,057,408	157,298,273
Non-controlling interests of the subsidiaries		574,297	574,092		
		187,489,268	193,744,801		
Earnings per share					
24					
Basic earnings per share					
Profit attributable to equity holders of the Company		0.33	0.35	0.24	0.28

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

Srivichaijiviat Public Company Limited and its subsidiaries
Statement of changes in shareholders' equity
For the year ended 31 December 2020

Consolidated financial statements												(Unit: Baht)
Equity attributable to owners of the Company												
Other components of shareholders' equity												
Note	Issued and paid-up share capital	Share premium	Retained earnings		Difference resulting from business combination under common control	Change in parent's ownership interest in subsidiaries without change in control		Gain on investment in equity designated at fair value	Total other components of shareholders' equity	Total equity attributable to owners of the Company	Equity attributable to non-controlling interests of the subsidiaries	Total shareholders' equity
			Appropriated - statutory reserve	Unappropriated								
Balance as at 1 January 2019	570,665,433	37,938,115	36,199,441	506,159,574	37,530,739	(18,861,243)	-	-	18,669,496	1,169,632,059	1,998,580	1,171,630,639
Profit for the year	-	-	-	199,822,421	-	-	-	-	-	199,822,421	600,886	200,423,307
Other comprehensive income for the year	-	-	-	(6,651,712)	-	-	-	-	-	(6,651,712)	(26,794)	(6,678,506)
Total comprehensive income for the year	-	-	-	-	-	-	-	-	-	193,170,709	574,092	193,744,801
Dividend paid	-	-	-	(68,479,850)	-	-	-	-	-	(68,479,850)	(408,189)	(68,888,039)
Transferred to statutory reserve	-	-	7,923,751	(7,923,751)	-	-	-	-	-	-	-	-
Balance as at 31 December 2019	570,665,433	37,938,115	44,123,192	622,926,682	37,530,739	(18,861,243)	-	-	18,669,496	1,294,322,918	2,164,483	1,296,487,401
Balance as at 1 January 2020	570,665,433	37,938,115	44,123,192	622,926,682	37,530,739	(18,861,243)	-	-	18,669,496	1,294,322,918	2,164,483	1,296,487,401
Cumulative effect of change in accounting policy	-	-	-	-	-	-	-	324,000	324,000	324,000	-	324,000
Balance as at 1 January 2020 - as restated	570,665,433	37,938,115	44,123,192	622,926,682	37,530,739	(18,861,243)	-	324,000	18,993,496	1,294,646,918	2,164,483	1,296,811,401
Profit for the year	-	-	-	186,277,761	-	-	-	-	-	186,277,761	574,169	186,851,930
Other comprehensive income for the year	-	-	-	637,210	-	-	-	-	-	637,210	128	637,338
Total comprehensive income for the year	-	-	-	186,914,971	-	-	-	-	-	186,914,971	574,297	187,489,268

Srivichaivejvivat Public Company Limited and its subsidiaries
Statement of changes in shareholders' equity (continued)
For the year ended 31 December 2020

Separate financial statements							(Unit: Baht)
	Note	Issued and paid-up share capital	Shares premium	Retained earnings		Gain on investment in equity designated at fair value	Total shareholders' equity
				Appropriated - statutory reserve	Unappropriated		
Balance as at 1 January 2019		570,665,433	37,938,115	36,199,441	300,011,535	-	944,814,524
Profit for the year		-	-	-	158,475,023	-	158,475,023
Other comprehensive income for the year		-	-	-	(1,176,750)	-	(1,176,750)
Total comprehensive income for the year		-	-	-	157,298,273	-	157,298,273
Dividend paid	27	-	-	-	(68,479,850)	-	(68,479,850)
Transferred to statutory reserve	20	-	-	7,923,751	(7,923,751)	-	-
Balance as at 31 December 2019		570,665,433	37,938,115	44,123,192	380,906,207	-	1,033,632,947
							-
Balance as at 1 January 2020		570,665,433	37,938,115	44,123,192	380,906,207	-	1,033,632,947
Cumulative effect of change in accounting policy	4	-	-	-	-	324,000	324,000
Balance as at 1 January 2020 - as restated		570,665,433	37,938,115	44,123,192	380,906,207	324,000	1,033,956,947
Profit for the year		-	-	-	137,057,408	-	137,057,408
Other comprehensive income for the year		-	-	-	-	-	-
Total comprehensive income for the year		-	-	-	137,057,408	-	137,057,408
Dividend paid	27	-	-	-	(79,893,159)	-	(79,893,159)
Transferred to statutory reserve	20	-	-	6,852,871	(6,852,871)	-	-
Balance as at 31 December 2020		570,665,433	37,938,115	50,976,063	431,217,585	324,000	1,091,121,196

Srivichaivejvivat Public Company Limited and its subsidiaries

Cash flow statement

For the year ended 31 December 2020

(Unit: Baht)

	Consolidated financial statements		Separate financial statements	
	2020	2019	2020	2019
Cash flows from operating activities				
Profit before tax	227,833,859	245,893,332	152,475,065	177,480,982
Adjustments to reconcile profit before tax to net cash provided by (paid from) operating activities:				
Depreciation and amortisation	165,657,065	148,567,949	52,904,130	54,092,631
Allowance for doubtful accounts	-	2,543,363	-	73,945
Allowance for expected credit losses	1,248,941	-	497,749	-
Reduction of medicine and supplies to net realisable value (reversal)	(36,607)	81,750	(22,172)	33,806
Gain on disposals of equipment	(84,470)	(570,457)	-	(403,414)
Loss on write-off of equipment	1,420,408	1,249,571	1,102,458	827,809
Advance for purchase of intangible assets write-off	6,420,000	-	-	-
Withholding tax deducted at source write-off	2,380,140	-	-	-
Reversal of income tax expenses	77,415	-	560	-
Provision for long-term employee benefits	5,004,628	13,586,269	1,292,708	2,492,738
Dividend income from subsidiaries	-	-	(64,153,116)	(77,505,511)
Finance income	(392,004)	(538,240)	(96,488)	(438,879)
Finance cost	21,009,857	20,441,489	10,112,440	14,712,881
Profit from operating activities before changes in operating assets and liabilities	430,539,232	431,255,026	154,113,334	171,366,988
Operating assets (increase) decrease				
Trade and other receivables	7,236,125	(48,508,419)	12,944,604	(38,341,787)
Medicine and supplies	(2,225,471)	662,448	(3,043,166)	921,629
Other current assets	(2,478,995)	4,875,497	(759,284)	901,705
Other non-current assets	(805,798)	(1,224,551)	(35,000)	112,999
Operating liabilities increase (decrease)				
Trade and other payables	(36,074,863)	44,441,685	(3,620,955)	31,438,478
Other current liabilities	853,196	44,959	238,760	111,732
Other non-current liabilities	-	(3,326,287)	-	-
Cash paid for long-term employee benefits	(3,368,836)	(2,309,813)	-	(395,893)
Cash flows from operating activities	393,674,590	425,910,545	159,838,293	166,115,851
Cash paid for income tax	(45,237,236)	(42,028,966)	(19,933,203)	(15,202,162)
Interest income	392,004	536,764	96,488	173,282
Net cash flows from operating activities	348,829,358	384,418,343	140,001,578	151,086,971

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

Srivichaivejvivat Public Company Limited and its subsidiaries

Cash flow statement (continued)

For the year ended 31 December 2020

(Unit: Baht)

	Consolidated financial statements		Separate financial statements	
	2020	2019	2020	2019
Cash flows from investing activities				
Decrease in restricted bank deposits	-	3,400,000	-	-
Interest income	-	1,476	-	265,597
Acquisition of buildings improvement and equipment	(200,769,924)	(183,427,920)	(156,811,357)	(47,198,130)
Cash paid for payable of buildings improvement and equipment	(23,949,353)	(21,972,325)	(18,378,787)	(4,968,707)
Increase in leasehold rights	-	(12,719,701)	-	-
Cash paid for payable of leasehold rights	-	(1,795,762)	-	-
Acquisition of intangible assets	(1,342,705)	(1,029,734)	(100,601)	(996,478)
Cash receipt from dividend of subsidiaries	-	-	64,153,116	77,505,511
Proceeds from sales of equipment	84,500	619,665	-	413,404
Advance for purchase of equipment and intangible assets	(4,942,969)	(9,628,618)	(3,694,471)	(4,314,333)
Cash paid for payable from purchase of investment	(4,714,098)	(4,468,339)	(4,714,098)	(4,468,339)
Interest expenses	(3,444,461)	(4,853,867)	(1,785,902)	(2,031,661)
Net cash flows from (used in) investing activities	(239,079,010)	(235,875,125)	(121,332,100)	14,206,864
Cash flows from financing activities				
Increase in short-term loan from financial institutions	85,300,000	10,000,000	85,000,000	10,000,000
Cash receipt from long-term loans from financial institutions	43,320,000	117,570,000	31,390,000	-
Repayment of long-term loans from financial institutions	(116,442,778)	(100,829,476)	(68,650,367)	(81,755,545)
Repayment of liabilities under finance lease agreements	(13,864,971)	(9,106,200)	(1,283,260)	(1,977,605)
Dividend paid	(79,377,883)	(68,335,114)	(79,377,883)	(68,335,793)
Dividend paid to non-controlling interests of the subsidiaries	(316,226)	(408,189)	-	-
Interest expenses	(19,365,445)	(17,831,661)	(9,167,497)	(12,763,618)
Net cash flows used in financing activities	(100,747,303)	(68,940,640)	(42,089,007)	(154,832,561)
Net increase (decrease) in cash and cash equivalents	9,003,045	79,602,578	(23,419,529)	10,461,274
Cash and cash equivalents at beginning of year	191,157,895	111,555,317	43,974,701	33,513,427
Cash and cash equivalents at end of year	200,160,940	191,157,895	20,555,172	43,974,701
	-	-	-	-

Supplemental cash flows information:

Non-cash related transactions

Acquisition of buildings improvement and equipment

for which no cash has been paid

Purchase of vehicle under finance lease agreements

Interest expense capitalisation as cost of assets

Transfer advance for purchase of equipment to equipment

Increase in right-of-use assets from TFRS 16 adoption

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

Srivichaivejvivat Public Company Limited and its subsidiaries

Notes to consolidated financial statements

For the year ended 31 December 2020

1. General information

1.1 Corporate information

Srivichaivejvivat 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 74/5 Moo 4, Phetkasem Road, Omnoi, Krathumbaen, Samutsakorn.

1.2 Coronavirus disease 2019 Pandemic

The Coronavirus disease 2019 pandemic is adversely impacting most businesses and industries. This situation may bring uncertainties and have an impact on the environment in which the Company and its subsidiaries operate. The Company and its subsidiaries' management have continuously monitored ongoing developments and assessed the financial impact in respect of the valuation of assets, provisions and contingent liabilities, and has used estimates and judgement in respect of various issues as the situation has evolved.

2. Basis of preparation

2.1 The financial statements have been prepared in accordance with Thai Financial Reporting Standards enunciated under the Accounting Professions Act B.E. 2547 and their presentation has been made in compliance with the stipulations of the Notification of the Department of Business Development, 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.

2.2 Basis of consolidation

a) The consolidated financial statements include the financial statements of Srivichaivejvivat Public Company Limited ("the Company") and the following subsidiary companies ("the subsidiaries"):

Company's name	Nature of business	Country of incorporation	Percentage of Shareholding	
			<u>2020</u>	<u>2019</u>
			Percent	Percent
Saivichai Development Company Limited	Operating of hospitals	Thailand	99.43	99.43
Srisakornvejvivat Company Limited	Operating of hospitals	Thailand	99.56	99.56
Srivichai Vocational College Company Limited	Operating of vocational school	Thailand	99.98	99.98
The Bangkok Orthopedic Hospital Company Limited	Operating of hospitals	Thailand	100.00	100.00

b) The Company is deemed to have control over an investee or subsidiaries if it has rights, or is exposed, to variable returns from its involvement with the investee, and it has the ability to direct the activities that affect the amount of its returns.

c) Subsidiaries are fully consolidated, being the date on which the Company obtains control, and continue to be consolidated until the date when such control ceases.

d) The financial statements of the subsidiaries are prepared using the same significant accounting policies as the Company.

e) Material balances and transactions between the Company and its subsidiaries have been eliminated from the consolidated financial statements.

f) Non-controlling interests represent the portion of profit or loss and net assets of the subsidiaries that are not held by the Company and are presented separately in the consolidated profit or loss and within equity in the consolidated statement of financial position.

2.3 The separate financial statements present investments in subsidiaries under the cost method.

3. New financial reporting standards

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

During the year, the Company and its subsidiaries has adopted the revised (revised 2018) and new financial reporting standards and interpretations which are effective for fiscal years beginning on or after 1 January 2019. These financial reporting standards were aimed at alignment with the corresponding International Financial Reporting Standards with most of the changes directed towards clarifying accounting treatment and providing accounting guidance for users of the standards. The adoption of these financial reporting standards does not have any significant impact on the Company's and its subsidiaries' financial statements. However, the new standard involves changes to key principles, which are summarised below:

Financial reporting standards related to financial instruments

A set of TFRSs related to financial instruments consists of five accounting standards and interpretations, as follows:

Financial reporting standards:

TFRS 7 Financial Instruments: Disclosures

TFRS 9 Financial Instruments

Accounting standard:

TAS 32 Financial Instruments: Presentation

Financial Reporting Standard Interpretations:

TFRIC 16 Hedges of a Net Investment in a Foreign Operation

TFRIC 19 Extinguishing Financial Liabilities with Equity Instruments

These TFRSs related to financial instruments make stipulations relating to the classification of financial instruments and their measurement at fair value or amortised cost (taking into account the type of instrument, the characteristics of the contractual cash flows and the Company's business model), calculation of impairment using the expected credit loss method, and hedge accounting. They also include stipulations regarding the presentation and disclosure of financial instruments.

The impact of the adoption of these standards on the Company and its subsidiaries' financial statements is as follows.

- Classification and measurement of investments in equity instruments of non-listed company that the Company and its subsidiaries are to measure investment in equity instruments of non-listed company at fair value and classify the investment as financial assets at fair value, through other comprehensive income.

- Recognition of credit losses that the Company and its subsidiaries are to recognise an allowance for expected credit losses on its financial assets, and it is no longer necessary for a credit-impaired event to have occurred. The Company and its subsidiaries apply the simplified approach to consider impairment of trade receivables. The Company and its subsidiaries recognised the cumulative effect of the adoption of this financial reporting standards as an adjustment to retained earnings and other components of shareholders' equity as at 1 January 2020, and the comparative information was not restated.

The cumulative effect of the change is described in Note 4.

TFRS 16 Leases

TFRS 16 supersedes TAS 17 Leases together with related Interpretations. The standard sets out the principles for the recognition, measurement, presentation and disclosure of leases, and requires a lessee to recognise assets and liabilities for all leases with a term of more than 12 months, unless the underlying asset is low value.

Accounting by lessors under TFRS 16 is substantially unchanged from TAS 17. Lessors will continue to classify leases as either operating or finance leases.

The Company and its subsidiaries recognised the cumulative effect of the adoption of this financial reporting standard as an adjustment to retained earnings as at 1 January 2020, and the comparative information was not restated.

The cumulative effect of the change is described in Note 4.

Accounting Guidance on Temporary Relief Measures for Accounting Alternatives in Response to the Impact of the COVID-19 Pandemic

The Federation of Accounting Professions announced Accounting Guidance on Temporary Relief Measures for Accounting Alternatives in Response to the Impact of the COVID-19 Pandemic. Its objectives are to alleviate some of the impacts of applying certain financial reporting standards, and to provide clarification about accounting treatments during the period of uncertainty relating to this situation.

On 22 April 2020, the Accounting Treatment Guidance was announced in the Royal Gazette and it is effective for the financial statements prepared for reporting periods ending between 1 January 2020 and 31 December 2020. During the period from the first quarter to the third quarter of 2020, the Company and its subsidiaries elected to apply the following temporary relief measures on accounting alternatives:

- Not to take into account forward-looking information when determining expected credit losses, in cases where the Company and its subsidiaries use a simplified approach to determine expected credit losses.
- To measure the fair value of investments in unquoted equity instruments using the fair value as at 1 January 2020.
- Not to use information relating to the COVID-19 situation that may affect the cash flow forecasts used in testing goodwill for impairment.

In the fourth quarter of 2020, the Company and its subsidiaries have assessed the financial impacts of the uncertainties of the COVID-19 Pandemic on the valuation of assets. As a result, in preparing the financial statements for the year ended 31 December 2020, the Company and its subsidiaries have decided to discontinue application of all temporary relief measures on accounting alternatives with no significant impact on the Company and its subsidiaries' financial statements.

b) Financial reporting standards that became effective for fiscal years beginning on or after 1 January 2021 The Federation of Accounting Professions issued a number of revised financial reporting standards and interpretations, which are effective for fiscal years beginning on or after 1 January 2021. These financial reporting standards were aimed at alignment with the corresponding International Financial Reporting Standards with most of the changes

directed towards clarifying accounting treatment and providing accounting guidance for users of the standards.

The management of the Company and its subsidiaries are currently evaluating the impact of these standards to the financial statements in the year when they are adopted.

4. Cumulative effects of changes in accounting policies due to the adoption of new financial reporting standards

As described in Note 3 to the financial statements, during the current year, the Company and its subsidiaries have adopted financial reporting standards related to financial instruments and TFRS 16. The cumulative effect of initially applying these standards is recognised as an adjustment to retained earnings or other components of equity as at 1 January 2020. Therefore, the comparative information was not restated.

The impacts of changes in accounting policies on the statements of financial position at the beginning of 2020 due to the adoption of these standards are presented as follows:

(Unit: Thousand Baht)				
Consolidated financial statements				
	The effect of			
	Financial reporting			
31 December	standards related to			1 January
2019	financial instruments	TFRS 16		2020
Statement of financial position				
Assets				
Current assets				
Other current assets	8,493	-	(607)	7,886
Non-current assets				
Other long-term investment	40,500	(40,500)	-	-
Other non-current financial asset	-	40,905	-	40,905
Property, plant and equipment	1,249,592	-	164,323	1,413,915
Leasehold rights	182,367	-	(182,367)	-
Right-of-use assets	-	-	63,945	63,945
Liabilities and shareholders' equity				
Current liabilities				
Trade and other payables	362,659	-	(29,725)	332,934
Current portion of lease liabilities	7,343	-	6,639	13,982
Non-current liabilities				
Lease liabilities, net of current portion	9,152	-	68,380	77,532
Deferred tax liabilities	8,387	81	-	8,468
Shareholders' equity				
Other components of				
shareholders' equity	18,670	324	-	18,994

	(Unit: Thousand Baht)			
	Separate financial statements			
		The effect of		
	31 December	Financial reporting		1 January
	2019	standards related to	TFRS 16	2020
		financial instruments		
Statement of financial position				
Assets				
Non-current assets				
Other long-term investment	40,500	(40,500)	-	-
Other non-current financial asset	-	40,905	-	40,905
Property, plant and equipment	762,574	-	(4,089)	758,485
Right-of-use assets	-	-	4,089	4,089
Liabilities and shareholders' equity				
Current liabilities				
Current portion of lease liabilities	1,283	-	-	1,283
Non-current liabilities				
Lease liabilities, net of current portion	1,910	-	-	1,910
Deferred tax liabilities	5,033	81	-	5,114
Shareholders' equity				
Other components of shareholders' equity	-	324	-	324

4.1 Financial instruments

Details of the impact on other components of equity as at 1 January 2020 due to the adoption of financial reporting standards related to financial instruments are presented as follows:

(Unit: Thousand Baht)	
	Consolidated/Separate financial statements
Fair value measurement of investment in equity instrument of non-listed company - net of income tax	324
Impacts on other components of equity due to the adoption of financial reporting standards related to financial instruments	324

The classifications, measurement basis and carrying values of financial assets in accordance with TFRS 9 as at 1 January 2020, and with the carrying amounts under the former basis, are as follows:

Consolidated financial statements					(Unit: Thousand Baht)
Carrying amounts under the former basis	Classification and measurement in accordance with TFRS 9				
	Fair value through profit or loss	Fair value through other comprehensive income	Amortised cost	Total	
Financial assets as at 1 January 2020					
Cash and cash equivalents	-	-	191,158	191,158	
Trade and other receivables	-	-	363,361	363,361	
Restricted bank deposits	-	-	489	489	
Other long-term investment	-	-	-	-	
Other non-current financial asset	-	40,905	-	40,905	
Total financial assets	-	40,905	555,008	595,913	
Financial assets as at 1 January 2020					
Cash and cash equivalents	-	-	43,975	43,975	
Trade and other receivables	-	-	186,576	186,576	
Other long-term investment	-	-	-	-	
Other non-current financial asset	-	40,905	-	40,905	
Total financial assets	-	40,905	230,551	271,456	

As at 1 January 2020, the Company and its subsidiaries have not designated any financial liabilities at fair value through profit or loss.

4.2 Leases

Upon initial application of TFRS 16 the Company and its subsidiaries recognised lease liabilities previously classified as operating leases at the present value of the remaining lease payments, discounted using the Company and its subsidiaries' incremental borrowing rate at 1 January 2020. For leases previously classified as finance leases, the Company and its subsidiaries recognised the carrying amount of the right-of-use assets and lease liabilities based on the carrying amounts of the lease assets and lease liabilities immediately before the date of initial application of TFRS 16.

	(Unit: Thousand Baht)	
	Consolidated financial statements	Separate financial statements
Operating lease commitments as at		
31 December 2019	99,106	680
Less: Short-term leases and leases of low-value assets	(947)	(680)
Add: Option to extend lease term	8,273	-
Add: Leases increase during the period	759	-
Less: Deferred interest expenses	(32,172)	-
Increase in lease liabilities due to TFRS 16 adoption	75,019	-
Liabilities under finance lease agreements as at		
31 December 2019	16,495	3,193
Lease liabilities as at 1 January 2020	91,514	3,193
Weighted average incremental borrowing rate (<i>percent per annum</i>)	2.64 - 6.11	3.79 - 5.40
The above lease liabilities comprise of:		
Current lease liabilities	13,982	1,283
Non-current lease liabilities	77,532	1,910
	91,514	3,193

The adjustments of right-of-use assets due to TFRS 16 adoption as at 1 January 2020 are summarised below:

	(Unit: Thousand Baht)	
	Consolidated financial statements	Separate financial statements
Land	10,721	-
Buildings and buildings improvement	35,292	-
Tools and medical instruments	5,925	-
Motor vehicles	12,007	4,089
Total right-of-use assets	63,945	4,089

5. Significant accounting policies

5.1 Revenue recognition and expense recognition

Revenue for hospital operations

Revenues from hospital operations, mainly consisting of medical fees, hospital room sales, and medicine sales, are recognised as revenue and the point in time when services have been rendered or medicines have been delivered. Revenues are measured at the amount of the consideration received or receivable of services rendered, and medicine delivered after deducting discounts. Except for operating revenues from the Social Security Office and National Health Security Office which are recognised as income according to annual lump sum amount and adjust relative weights per the number of registrants of the Company and its subsidiaries.

Rendering of services

Service revenue is recognised when services have been rendered taking into account the stage of completion.

Revenue from tuition fees and educational media

Revenues from tuition fees and educational media are recognised over the teaching period.

Rental income

Rental income is recognised over the rental period and at the rate determined in agreement.

Interest income

Interest income is calculated using the effective interest method and recognised on an accrual basis. The effective interest rate is applied to the gross carrying amount of a financial asset, unless the financial assets subsequently become credit-impaired when it is applied to the net carrying amount of the financial asset (net of the expected credit loss allowance).

Finance cost

Interest expense from financial liabilities at amortised cost is calculated using the effective interest method and recognised on an accrual basis.

Dividends

Dividends are recognised when the right to receive the dividends is established.

5.2 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 three months or less and not subject to withdrawal restrictions.

5.3 Medicine and supplies

Medicine and supplies are valued at the lower of cost (average method) and net realisable value.

5.4 Investments in subsidiaries

Investments in subsidiaries are accounted for in the separate financial statements using the cost method.

5.5 Property, plant and equipment/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 plant and equipment is calculated by reference to their cost on the straight-line basis over the following estimated useful lives:

Buildings	20, 40 and 50	years
Buildings improvement	5, 20	years
Tools and medical instrument	2 - 10	years
Office furniture, fixtures and equipment	3, 5	years
Motor vehicle	5, 10	years

Depreciation is included in determining income.

No depreciation is provided on land and assets under installation and under construction.

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 the profit or loss when the asset is derecognised.

5.6 Borrowing costs

Borrowing costs directly attributable to the acquisition, construction or production of an asset that necessarily takes a substantial period of time to get ready for its intended use or sale are capitalised as part of the cost of the respective assets. All other borrowing costs are expensed in the period they are incurred. Borrowing costs consist of interest and other costs that an entity incurs in connection with the borrowing of funds.

5.7 Goodwill

Goodwill is initially recorded at cost, which equals to the excess of cost of business combination over the fair value of the net assets acquired. If the fair value of the net assets acquired exceeds the cost of business combination, the excess is immediately recognised as gain in profit or loss.

Goodwill is carried at cost less any accumulated impairment losses (if any). Goodwill is tested for impairment annually and when circumstances indicate that the carrying value may be impaired.

For the purpose of impairment testing, goodwill acquired in a business combination is allocated to each of the subsidiary's cash generating units that are expected to benefit from the synergies of the combination. The subsidiary estimates the recoverable amount of each cash-generating unit to which the goodwill relates. Where the recoverable amount of the cash-generating unit is less than the carrying amount, an impairment loss is recognised in profit or loss. Impairment losses relating to goodwill cannot be reversed in future periods.

5.8 Leases

At inception of contract, the Company and its subsidiaries assess whether a contract is, or contains, a lease. A contract is, or contains, a lease if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration.

As a lessee

Accounting policies adopted since 1 January 2020

The Company and its subsidiaries applied a single recognition and measurement approach for all leases, except for short-term leases and leases of low-value assets. At the commencement date of the lease (i.e. the date the underlying asset is available for use), the Company and its subsidiaries recognise right-of-use assets representing the right to use underlying assets and lease liabilities based on lease payments.

Right-of-use assets

Right-of-use assets are measured at cost, less accumulated depreciation, any accumulated impairment losses, and adjusted for any remeasurement of lease liabilities. The cost of right-of-use assets includes the amount of lease liabilities initially recognised, initial direct costs incurred, and lease payments made at or before the commencement date of the lease less any lease incentives received.

Depreciation of right-of-use assets are calculated by reference to their costs, on the straight-line basis over the shorter of their estimated useful lives and the lease term.

Land	16	years
Buildings and buildings improvement	2 - 12	years
Tools and medical instruments	2 - 6	years
Motor vehicles	2 - 7	years

Lease liabilities

Lease liabilities are measured at the present value of the lease payments to be made over the lease term.

The Company and its subsidiaries discounted the present value of the lease payments by the interest rate implicit in the lease or the Company and its subsidiaries' incremental borrowing rate. After the commencement date, the amount of lease liabilities is increased to reflect the accretion of interest and reduced for the lease payments made. In addition, the carrying amount of lease liabilities is remeasured if there is a change in the lease term, a change in the lease payments or a change in the assessment of an option to purchase the underlying asset.

Short-term leases and leases of low-value assets

A lease that has a lease term less than or equal to 12 months from commencement date or a lease of low-value assets is recognised as expenses on a straight-line basis over the lease term.

Accounting policies adopted before 1 January 2020

Leases of property, plant or equipment which transfer substantially all the risks and rewards of ownership are classified as finance leases. Finance leases are capitalised at the lower of the fair value of the leased assets and the present value of the minimum lease payments. The outstanding rental obligations, net of finance charges, are included in long-term payables, while the interest element is charged to profit or loss over the lease period. The assets acquired under finance leases is depreciated over the shorter of the useful life of the asset and the lease period.

Leases of property, plant or equipment 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.

5.9 Related party transactions

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

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

5.10 Impairment of non-financial assets

At the end of each reporting period, the Company and its subsidiaries perform impairment reviews in respect of the property, plant and equipment, right-of-use asset, and other intangible assets whenever events or changes in circumstances indicate that an asset may be impaired. The Company and its subsidiaries also carry out annual impairment reviews in respect of goodwill. An impairment loss is recognised 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 and its subsidiaries could obtain from the disposal of the asset in an arm's length transaction between knowledgeable, willing parties, after deducting the costs of disposal.

An impairment loss is recognised in profit or loss.

In the assessment of asset impairment (except for goodwill), if there is any indication that previously recognised impairment losses may no longer exist or may have decreased, the Company and its subsidiaries estimate 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 unless the asset is carried at a revalued amount, in which case the reversal, which exceeds the carrying amount that would have been determined, is treated as a revaluation increase.

5.11 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

Defined contribution plans

The Company, the subsidiaries and their employees have jointly established separate provident funds. The funds are monthly contributed by employees, the Company and the subsidiaries. The funds' assets are held in separate trust funds and the Company and the subsidiaries' contributions are recognised as expenses when incurred.

Defined benefit plans

The Company and its subsidiaries have obligations in respect of the severance payments they must make to employees upon retirement under labor law. The Company and its subsidiaries treat these severance payment obligations as a defined benefit plan.

The obligation under the defined 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 defined benefit plans are recognised immediately in other comprehensive income.

Past service costs are recognized in profit or loss on the earlier of the date of the plan amendment or curtailment and the date that the Company and its subsidiaries recognise restructuring-related costs.

5.12 Provisions

Provisions are recognised when the Company and its subsidiaries have 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.

5.13 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 and its subsidiaries recognise deferred tax liabilities for all taxable temporary differences while they recognise 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 and its subsidiaries review and reduce 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 asset to be utilised.

The Company and its subsidiaries record deferred tax directly to shareholders' equity if the tax relates to items that are recorded directly to shareholders' equity.

5.14 Financial instruments

Accounting policies adopted since 1 January 2020

The Company and its subsidiaries initially measure financial assets at its fair value plus, in the case of financial assets that are not measured at fair value through profit or loss, transaction costs. However, trade receivables, that do not contain a significant financing component, are measured at the transaction price as disclosed in the accounting policy relating to revenue recognition.

Classification and measurement of financial assets

Financial assets are classified, at initial recognition, as to be subsequently measured at amortised cost, fair value through other comprehensive income ("FVOCI"), or fair value through profit or loss ("FVTPL"). The classification of financial assets at initial recognition is driven by the Company and its subsidiaries' business model for managing the financial assets and the contractual cash flows characteristics of the financial assets.

Financial assets at amortised cost

The Company and its subsidiaries measure financial assets at amortised cost if the financial asset is held in order to collect contractual cash flows and the contractual terms of the financial asset give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

Financial assets at amortised cost are subsequently measured using the effective interest rate ("EIR") method and are subject to impairment. Gains and losses are recognised in profit or loss when the asset is derecognised, modified or impaired.

Financial assets designated at FVOCI (equity instruments)

Upon initial recognition, the Company and its subsidiaries can elect to irrevocably classify its equity investments which are not held for trading as equity instruments designated at FVOCI. The classification is determined on an instrument-by-instrument basis.

Gains and losses recognised in other comprehensive income on these financial assets are never recycled to profit or loss.

Dividends are recognised as other income in profit or loss, except when the dividends clearly represent a recovery of part of the cost of the financial asset, in which case, the gains are recognised in other comprehensive income.

Equity instruments designated at FVOCI are not subject to impairment assessment.

Classification and measurement of financial liabilities

At initial recognition the Company and its subsidiaries' financial liabilities are recognised at fair value net of transaction costs and classified as liabilities to be subsequently measured at amortised cost using the EIR method. Gains and losses are recognised in profit or loss when the liabilities are derecognised as well as through the EIR amortisation process. In determining amortised cost, the Company and its subsidiaries take into account any fees or costs that are an integral part of the EIR. The EIR amortisation is included in finance costs in profit or loss.

Derecognition of financial instruments

A financial asset is primarily derecognised when the rights to receive cash flows from the asset have expired or have been transferred and either the Company and its subsidiaries have transferred substantially all the risks and rewards of the asset, or the Company and its subsidiaries have neither transferred nor retained substantially all the risks and rewards of the asset but has transferred control of the asset.

A financial liability is derecognised when the obligation under the liability is discharged or cancelled or expires. When an existing financial liability is replaced by another from the same lender on substantially different terms, or the terms of an existing liability are substantially modified, such an exchange or modification is treated as the derecognition of the original liability and the recognition of a new liability. The difference in the respective carrying amounts is recognised in profit or loss.

Impairment of financial assets

For trade receivables, the Company and its subsidiaries apply a simplified approach in calculating ECLs. Therefore, the Company and its subsidiaries do not track changes in credit risk, but instead recognise a loss allowance based on lifetime ECLs at each reporting date. It is based on its historical credit loss experience and adjusted for forward-looking factors specific to the debtors and the economic environment.

A financial asset is written off when there is no reasonable expectation of recovering the contractual cash flows.

Offsetting of financial instruments

Financial assets and financial liabilities are offset, and the net amount is reported in the statement of financial position if there is a currently enforceable legal right to offset the recognised amounts and there is an intention to settle on a net basis, to realise the assets and settle the liabilities simultaneously.

Accounting policies adopted before 1 January 2020

Trade accounts receivable

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 experience and analysis of debt aging.

Investments

Investments in non-marketable equity securities, which the Company and its subsidiaries classify as other investments, are stated at cost net of allowance for impairment loss (if any).

5.15 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 and its subsidiaries apply a quoted market price in an active market to measure their 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 and its subsidiaries measure fair value using valuation technique 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 categorise of input to be used in fair value measurement as follows:

- Level 1 - Use of quoted market prices in an 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 and its subsidiaries determine 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.

6. 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:

Accrued medical treatment income

Accrued medical treatment income represents medical income that has not been collected from the Social Security Office and National Health Security Office. The Company and its subsidiaries are not able to determine the certain amount to be collected. In this regard, the management is required to make an estimation of such accrued income in accordance with bases, methods and terms specified by such authority, and consider the amount of the latest actual collection together with the current circumstances.

Goodwill

The initial recognition and measurement of goodwill, and subsequent impairment testing, require management to make estimates of cash flows to be generated by the asset or the cash generating units and to choose a suitable discount rate in order to calculate the present value of those cash flows.

7. Related party transactions

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

	financial statements		Separate financial statements		Pricing policy
	2020	2019	2020	2019	
<u>Transactions with subsidiaries</u>					
(eliminated from the consolidated financial statements)					
Medical service income	-	-	6	7	Normal price less certain discount
Dividend income	-	-	64	78	Resolution of the Annual General Meeting of the shareholders of subsidiaries
Medical service expenses	-	-	50	47	Normal price less certain discount
Acquisition of vehicles	-	-	10	-	Market Price
<u>Transactions with related individuals</u>					
Medical service income	-	1	-	-	Normal price less certain discount

As at 31 December 2020 and 2019, the balances of the accounts between the Company, its subsidiaries and those related parties are as follows:

	Consolidated		(Unit: Thousand Baht)	
	financial statements		Separate	
	<u>2020</u>	<u>2019</u>	<u>2020</u>	<u>2019</u>
<u>Trade and other receivables - related parties</u>				
(Note 9)				
Subsidiaries	-	-	871	862
Total trade and other receivables - related parties	-	-	871	862
<u>Trade and other payables - related parties</u>				
(Note 16)				
Subsidiaries	-	-	21,131	16,465
Related company and individuals	128	1,204	-	12
Total trade and other payables - related parties	128	1,204	21,131	16,477

8. Cash and cash equivalents

	Consolidated		(Unit: Thousand Baht)	
	financial statements		Separate	
	<u>2020</u>	<u>2019</u>	<u>2020</u>	<u>2019</u>
Cash	2,318	2,134	645	677
Bank deposits	197,843	189,024	19,910	43,298
Total	200,161	191,158	20,555	43,975

As at 31 December 2020, the Company and its subsidiaries had bank deposits in saving accounts and fixed deposits which carried interests between 0.05 - 0.55 percent per annum (2019: between 0.10 and 0.75 percent per annum).

9. Trade and other receivables

	(Unit: Thousand Baht)			
	Consolidated financial statements		Separate financial statements	
	2020	2019	2020	2019
<u>Trade receivables - related parties</u>				
Aged on the basis of due dates				
Not yet due	-	-	717	841
Past due				
Up to 3 months	-	-	154	21
Total trade receivables - related parties	-	-	871	862
<u>Trade receivables - unrelated parties</u>				
Aged on the basis of due dates				
Not yet due	144,908	162,212	46,866	62,616
Past due				
Up to 3 months	36,047	48,742	16,031	26,449
3 - 6 months	4,011	9,138	1,936	6,382
6 - 12 months	1,943	2,783	1,549	922
Over 12 months	1,004	824	608	428
Total	187,913	223,699	66,990	96,797
Less: Allowance for expected credit losses				
(2019: Allowance for doubtful accounts)	(878)	(200)	(482)	(64)
Total trade receivables - unrelated parties, net	187,035	223,499	66,508	96,733
Total trade receivables, net	187,035	223,499	67,379	97,595
<u>Other receivables - unrelated parties</u>				
Other receivables	4,499	5,259	2,455	1,721
Accrued income				
Accrued social security income	94,560	96,258	70,587	73,797
Accrued national health security income	22,456	10,943	-	-
Other accrued income	46,637	27,402	32,713	13,463
Total	168,152	139,862	105,755	88,981
Less: Allowance for expected credit losses	(311)	-	-	-
Total other receivables - unrelated parties, net	167,841	139,862	105,755	88,981
Total trade and other receivables, net	354,876	363,361	173,134	186,576

10. Medicine and supplies

(Unit: Thousand Baht)

	Consolidated financial statements					
	Cost		Reduce cost to net realisable value		Medicine and supplies - net	
	2020	2019	2020	2019	2020	2019
Medicine	25,574	22,779	(306)	(313)	25,268	22,466
Medical supplies	21,787	23,034	(53)	(93)	21,734	22,941
Other supplies	4,286	3,609	(19)	(9)	4,267	3,600
Total	51,647	49,422	(378)	(415)	51,269	49,007

(Unit: Thousand Baht)

	Separate financial statements					
	Cost		Reduce cost to net realisable value		Medicine and supplies - net	
	2020	2019	2020	2019	2020	2019
Medicine	10,462	9,129	(140)	(162)	10,322	8,967
Medical supplies	6,049	4,929	(17)	(17)	6,032	4,912
Other supplies	1,222	632	-	-	1,222	632
Total	17,733	14,690	(157)	(179)	17,576	14,511

During the current year, the Company and its subsidiaries reduced cost of medicine and supplies by Baht 0.9 million (2019: Baht 1 million) (The Company only: Baht 0.7 million and 2019: Baht 0.7 million), to reflect the net realisable value. This was included in cost of hospital operations. In addition, the Company and its subsidiaries reversed the write-down of cost of medicine and supplies by Baht 1 million (2019: Baht 0.9 million) (The Company only: Baht 0.7 million and 2019: Baht 0.7 million), and reduced the amount of medicine and supplies recognised as expenses during the year.

11. Restricted bank deposits

These represent bank deposits pledged with the bank to secure bank guarantees issued by that bank on behalf of the subsidiary.

12. Investments in subsidiaries

Details of investments in subsidiaries as presented in separate financial statements are as follows:

(Unit: Thousand Baht)								
Company's name	Paid-up capital		Shareholding percentage		Cost		Dividend received during the year	
	2020	2019	2020	2019	2020	2019	2020	2019
			(%)	(%)				
Saivichai Development Company Limited	150,000	150,000	99.43	99.43	159,526	159,526	45,937	54,588
Srisakornvejvivat Company Limited	99,200	99,200	99.56	99.56	108,506	108,506	13,037	21,728
Srivichai Vocational College Company Limited	100	100	99.98	99.98	100	100	284	377
The Bangkok Orthopedic Hospital Company Limited	9,000	9,000	100.00	100.00	142,868	142,868	4,895	813
Total					411,000	411,000	64,153	77,506

The company had agreement to pay the unpaid amount of business acquisition for the Bangkok Orthopedic Hospital Company Limited of Baht 58.5 million in 9 annual installments of Baht 6.5 million each, starting from 2016.

13. Property, plant and equipment

(Unit: Thousand Baht)

Consolidated financial statements

	Land	Buildings and buildings improvement	Buildings improvement on right-of-use assets	Tools and medical instruments	Office furniture, fixtures and equipment	Motor vehicles	Assets under installation and under construction	Total
Cost:								
1 January 2019	371,064	891,151	-	581,112	285,293	107,573	76,943	2,313,136
Additions/Transfer from advance	-	3,215	-	54,444	29,691	10,810	131,964	230,124
Reclassify	-	-	-	-	-	-	(619)	(619)
Disposals/write-off	-	(870)	-	(17,957)	(11,201)	(5,547)	-	(35,575)
Transfers in (out)	-	9,390	-	1,125	2,866	-	(13,381)	-
Capitalised interest	-	-	-	-	-	-	2,822	2,822
31 December 2019	371,064	902,886	-	618,724	306,649	112,836	197,729	2,509,888
The adjustments of right-of-use assets due to TFRS 16 adoption (Note 4)	-	-	267,474	(3,600)	-	(17,366)	1,406	247,914
1 January 2020	371,064	902,886	267,474	615,124	306,649	95,470	199,135	2,757,802
Additions/Transfer from advance	-	661	641	34,743	13,610	1,076	172,665	223,396
Disposals/write-off	-	(1,848)	-	(13,516)	(11,282)	(790)	(736)	(28,172)
Transfers in (out)	-	138,702	9,215	172	11,698	-	(159,787)	-
Capitalised interest	-	-	-	-	-	-	1,659	1,659
31 December 2020	371,064	1,040,401	277,330	636,523	320,675	95,756	212,936	2,954,685

(Unit: Thousand Baht)

Consolidated financial statements

	Land	Buildings and buildings improvement	Buildings improvement on right-of-use assets	Tools and medical Instruments	Office furniture, fixtures and equipment	Motor vehicles	Assets under installation and under construction	Total
Accumulated depreciation:								
1 January 2019	-	503,313	-	361,716	233,802	69,738	-	1,168,569
Depreciation for the year	-	24,776	-	66,959	23,859	10,409	-	126,003
Depreciation on disposals/write-off	-	(859)	-	(17,010)	(10,877)	(5,530)	-	(34,276)
31 December 2019	-	527,230	-	411,665	246,784	74,617	-	1,260,296
The adjustments of right-of-use assets								
due to TFRS 16 adoption (Note 4)	-	-	89,013	(63)	-	(5,359)	-	83,591
1 January 2020	-	527,230	89,013	411,602	246,784	69,258	-	1,343,887
Depreciation for the year	-	28,109	19,550	67,891	27,187	6,786	-	149,523
Depreciation on disposals/write-off	-	(1,839)	-	(12,794)	(11,053)	(1,066)	-	(26,752)
31 December 2020	-	553,500	108,563	466,699	262,918	74,978	-	1,466,658
Net book value:								
31 December 2019	371,064	375,656	-	207,059	59,865	38,219	197,729	1,249,592
31 December 2020	371,064	486,901	170,886	169,824	57,757	20,778	210,817	1,488,027
Depreciation for the year								
2019 (Baht 105 million included in cost of hospital operations, and the balance in selling and administrative expenses)								126,003
2020 (Baht 127 million included in cost of hospital operations, and the balance in selling and administrative expenses)								149,523

(Unit: Thousand Baht)

Separate financial statements

	Land	Buildings and buildings improvement	Tools and medical instruments	Office furniture, fixtures and equipment	Motor vehicles	Assets under installation and under construction	Total
Cost:							
1 January 2019	286,127	598,893	163,100	76,368	29,189	42,612	1,196,289
Additions/Transfer from advance	-	2,663	17,820	6,680	3,779	40,376	71,318
Write-off	-	(60)	(3,411)	(2,084)	(4,215)	-	(9,770)
Transfers in (out)	-	3,591	-	-	-	(3,591)	-
31 December 2019	286,127	605,087	177,509	80,964	28,753	79,397	1,257,837
The adjustments of right-of-use assets due to TFRS 16 adoption (Note 4)	-	-	-	-	(4,766)	-	(4,766)
1 January 2020	286,127	605,087	177,509	80,964	23,987	79,397	1,253,071
Additions/Transfer from advance	-	409	24,094	5,923	9,670	135,561	175,657
Capitalised interest	-	-	-	-	-	750	750
Disposals/Write-off	-	-	(2,761)	(1,203)	(7)	(736)	(4,707)
Transfers in (out)	-	3,415	-	898	-	(4,313)	-
31 December 2020	286,127	608,911	198,842	86,582	33,650	210,659	1,424,771
Accumulated depreciation:							
1 January 2019	-	260,219	113,452	58,652	21,290	-	453,613
Depreciation for the year	-	18,946	19,404	9,091	3,141	-	50,582
Depreciation on disposals/write-off	-	(48)	(2,649)	(2,021)	(4,214)	-	(8,932)
31 December 2019	-	279,117	130,207	65,722	20,217	-	495,263
The adjustments of right-of-use assets due to TFRS 16 adoption (Note 4)	-	-	-	-	(677)	-	(677)
1 January 2020	-	279,117	130,207	65,722	19,540	-	494,586
Depreciation for the year	-	19,389	18,763	8,246	1,989	-	48,387
Depreciation on disposals/write-off	-	-	(2,412)	(1,186)	(7)	-	(3,605)
31 December 2020	-	298,506	146,558	72,782	21,522	-	539,368
Net book value:							
31 December 2019	286,127	325,970	47,302	15,242	8,536	79,397	762,574
31 December 2020	286,127	310,405	52,284	13,800	12,128	210,659	885,403
Depreciation for the year							
2019 (Baht 41 million included in cost of hospital operations, and the balance in selling and administrative expenses)							50,582
2020 (Baht 41 million included in cost of hospital operations, and the balance in selling and administrative expenses)							48,387

As at 31 December 2020, certain items of buildings improvement and equipment were fully depreciated but are still in use. The gross carrying amount (before deducting accumulated depreciation) of those assets amounted to approximately Baht 648 million (2019: Baht 602 million) (The Company only: Baht 202 million and 2019: Baht 165 million).

The Company and its subsidiaries have pledged part of their land with constructions thereon, their book values as at 31 December 2020 are Baht 1,066 million (2019: Baht 946 million) (Separate financial statements: Baht 802 million, 2019: Baht 688 million), as collateral against credit facilities received from the commercial bank, and credit facilities of its subsidiaries.

14. Goodwill

Goodwill of The Bangkok Orthopedic Hospital Company Limited (a subsidiary) from a business acquisition, amounting to Baht 65 million, consisted of the business opportunities provided by acquiring a hospital ready to operate immediately from the acquisition date and future business expansion.

The recoverable amounts of the CGUs were determined based on value in use calculations made using cash flow projections covering a five-year period extracted from financial budgets approved by the management.

Key assumptions used in the value in use calculation are summarised below:

	(Unit: percent per annum)
	The Bangkok Orthopedic Hospital Company Limited
Growth rate	4.40 - 10.17
Discount rate	10.42

The management determined the growth rate based on historical operating results and expected market growth. The discount rate used reflects the risks specific to hospital business.

The management determined that there was no impairment of goodwill from the business acquisition.

15. Short-term loans from financial institutions

		(Unit: Thousand Baht)			
	Interest rate	Consolidated financial statements		Separate financial statements	
	(percent per annum)	2020	2019	2020	2019
Short-term loans from financial institutions	2.00% - 3.10%, MOR - 2.00%	203,300	118,000	195,000	110,000
Total		203,300	118,000	195,000	110,000

Short-term loans from financial institutions are secured by the pledge of part of land with constructions and part of right-of-use assets thereon of a subsidiary and guarantee provided by the Company and directors of the Company.

16. Trade and other payables

	(Unit: Thousand Baht)			
	Consolidated		Separate	
	financial statements		financial statements	
	<u>2020</u>	<u>2019</u>	<u>2020</u>	<u>2019</u>
Trade payables - related parties	20	1,040	21,131	16,465
Trade payables - unrelated parties	157,576	154,385	66,145	62,717
Other payables - related individuals	108	164	-	12
Other payables - unrelated parties	31,033	48,365	9,883	15,777
Doctor fee payables	42,939	47,536	17,617	19,244
Accrued expenses	56,752	111,169	35,549	44,310
Total trade and other payables	<u>288,428</u>	<u>362,659</u>	<u>150,325</u>	<u>158,525</u>

17. Long-term loans

			(Unit: Thousand Baht)			
			Consolidated		Separate	
			financial statements		financial statements	
Loan	Interest rate (percent per annum)	Repayment schedule	2020	2019	2020	2019
Srivichaivejvivat Public Company Limited						
1	MLR-1.25 to MLR-1	Monthly installments as from October 2015	-	11,250	-	11,250
2	MLR-1.25 to MLR-1	Monthly installments as from January 2016	-	15,000	-	15,000
3	MLR-1	Monthly installments as from January 2016	4,400	13,520	4,400	13,520
4	MLR-1	Monthly installments as from April 2016	-	3,000	-	3,000
5	MLR-0.75	Monthly installments as from July 2016	49,820	69,860	49,820	69,860
6	4.50%	Monthly installments as from September 2018	6,820	17,060	6,820	17,060
7	MLR-1.25 to MLR-1	Monthly installments as from June 2021	31,390	-	31,390	-
Saivichai Development Company Limited						
8	MLR-1	Monthly installments as from November 2017	8,198	10,346	-	-
9	MLR-1	Monthly installments as from November 2018	14,870	25,730	-	-
10	MLR-1	Monthly installments as from August 2019	9,500	15,500	-	-
Srisakornvejvivat Company Limited						
11	MLR-1.25 to MLR-1	Monthly installments as from September 2019	2,275	6,775	-	-
12	MLR-1.25 to MLR-1	Monthly installments as from February 2020	75,700	81,670	-	-
13	MLR-1.25 to MLR-1	Monthly installments as from August 2020	2,750	-	-	-
The Bangkok Orthopedic Hospital Company Limited						
14	MLR-2.65 to MLR-1.50	Monthly installments as from September 2019	17,016	24,291	-	-
15	MLR -1.50	Monthly installments as from September 2019	7,508	9,368	-	-
Total			230,247	303,370	92,430	129,690
Less: Portion due within one year			(99,171)	(115,457)	(50,860)	(68,650)
Long-term loans, net of current portion			131,076	187,913	41,570	61,040

The loans are secured by the pledge of part of the land with constructions thereon of the Company and two subsidiaries, part of right-of-use assets of a subsidiary, and guaranteed provided by the Company.

Under loan agreements of two subsidiaries, the Company (as a guarantor) and two subsidiaries are required to comply with several covenants specified in the agreements, including maintenance of a certain debt-to-equity ratio and maintenance of the Company's shareholding in a subsidiary.

As at 31 December 2020, the Company and two subsidiaries had long-term credit facilities under loan agreements which have not yet been drawn down amounting to Baht 302 million (2019: Baht 345 million) (Separate financial statements: Baht 269 million, 2019: Baht 300 million).

18. Leases

The company and its subsidiaries have lease contracts for various items of property, plant, and equipment used in its operations. Leases generally have lease terms between 2 - 16 years.

a) Right-of-use assets

Movement of right-of-use assets for the year ended 31 December 2020 are summarised below:

(Unit: Thousand Baht)					
	Consolidated financial statements				
	Land	Buildings and buildings improvement	Tools and medical instruments	Motor vehicles	Total
1 January 2020	10,721	35,292	5,925	12,007	63,945
Depreciation for the year	(688)	(8,355)	(736)	(2,297)	(12,076)
The adjustment of differences arising from a reduction in rental payments	-	(117)	-	-	(117)
31 December 2020	10,033	26,820	5,189	9,710	51,752

(Unit: Thousand Baht)					
	Consolidated financial statements				
	Land	Buildings and buildings improvement	Tools and medical instruments	Motor vehicles	Total
1 January 2020	-	-	-	4,089	4,089
Depreciation for the year	-	-	-	(955)	(955)
31 December 2020	-	-	-	3,134	3,134

A subsidiary has pledged part of their right-of-use assets, their book values as at 31 December 2020 are Baht 10 million (2019: Baht 3 million), as collateral against credit facilities received from the commercial bank.

b) Lease liabilities

	(Unit: Thousand Baht)			
	Consolidated		Separate	
	financial statements		financial statements	
	2020	2019	2020	2019
Lease payments	106,000	17,597	2,005	3,403
Less: Deferred interest expenses	(28,468)	(1,102)	(95)	(210)
Total	77,532	16,495	1,910	3,193
Less: Portion due within one year	(11,728)	(7,343)	(962)	(1,283)
Lease liabilities - net of current portion	65,804	9,152	948	1,910

Future minimum lease payments required under the lease agreements were as follows:

	(Unit: Thousand Baht)					
	As at 31 December 2020					
	Consolidated financial statements			Separate financial statements		
	Less than 1 year	2 - 5 years	Total	Less than 1 year	2 - 5 years	Total
Future minimum lease payments	15,826	90,174	106,000	1,020	985	2,005
Deferred interest expenses	(4,098)	(24,370)	(28,468)	(58)	(37)	(95)
Present value of future minimum lease payments	11,728	65,804	77,532	962	948	1,910

	(Unit: Thousand Baht)					
	As at 31 December 2019					
	Consolidated financial statements			Separate financial statements		
	Less than 1 year	2 - 5 years	Total	Less than 1 year	2 - 5 years	Total
Future minimum lease payments	8,021	9,576	17,597	1,398	2,005	3,403
Deferred interest expenses	(678)	(424)	(1,102)	(115)	(95)	(210)
Present value of future minimum lease payments	7,343	9,152	16,495	1,283	1,910	3,193

c) Expenses relating to leases that are recognised in profit or loss

	(Unit: Thousand Baht)	
	For the year ended 31 December 2020	
	Consolidated financial statements	Separate financial statements
Depreciation expense of right-of-use assets	12,076	955
Interest expense on lease liabilities	4,802	115
Expense relating to short-term leases/ leases of low-value assets	786	304
Expense relating to variable lease payments	1,236	1,236

The company and its subsidiaries have lease contracts for tools and medical instruments that contains variable payments based on sales and usage. The lease term is 2 years.

19. Provision for long-term employee benefits

Provision for long-term employee benefits, which represents compensation payable to employees after they retire from the Company and its subsidiaries, was as follows:

	(Unit: Thousand Baht)			
	Consolidated		Separate	
	financial statements		financial statements	
	2020	2019	2020	2019
Provision for long-term employee benefits at beginning of year	48,381	28,766	11,382	7,814
Included in profit or loss:				
Current service cost	3,880	3,537	1,018	963
Interest cost	1,125	999	274	246
Employee rotation cost	-	-	-	(675)
Past service costs	-	9,141	-	1,946
Gain or loss on settlement	-	(90)	-	13
Included in other comprehensive income:				
Actuarial (gain) loss arising from				
Demographic assumptions changes	-	374	-	90
Financial assumptions changes	-	6,439	-	1,800
Experience adjustments	(750)	1,525	-	(419)
Benefits paid during the year	(3,369)	(2,310)	-	(396)
Provisions for long-term employee benefits at end of year	49,267	48,381	12,674	11,382

The Company and its subsidiaries expect to pay Baht 1 million of long-term employee benefits during the next year (Separate financial statements: Nil) (2019: Baht 3 million, separate financial statements: Nil).

As at 31 December 2020, the weighted average duration of the liabilities for long-term employee benefit is 8 - 18 years (Separate financial statements: 18 years) (2019: 8 - 18 years, separate financial statements: 18 years).

Significant actuarial assumptions are summarised below:

	(Unit: percent per annum)			
	Consolidated financial statements		Separate financial statements	
	<u>2020</u>	<u>2019</u>	<u>2020</u>	<u>2019</u>
Discount rate	1.19 - 2.52	1.19 - 2.52	1.19 - 2.52	1.19 - 2.52
Future salary increase rate	5.00	5.00	5.00	5.00
Staff turnover rate	0.00 - 30.00	0.00 - 30.00	0.00 - 25.00	0.00 - 25.00

The result of sensitivity analysis for significant assumptions that affect the present value of the long-term employee benefit obligation as at 31 December 2020 and 2019 are summarised below:

		(Unit: Thousand Baht)			
		31 December 2020			
		Consolidated		Separate	
		financial statements		financial statements	
	(% per annum)	<u>Increase</u>	<u>Decrease</u>	<u>Increase</u>	<u>Decrease</u>
Discount rate	1.00	(4,318)	5,042	(1,241)	1,466
Future salary increase rate	1.00	5,358	(4,661)	1,539	(1,322)
Staff turnover rate	20.00	(6,181)	8,272	(2,112)	2,975

		(Unit: Thousand Baht)			
		31 December 2019			
		Consolidated		Separate	
		financial statements		financial statements	
	(% per annum)	<u>Increase</u>	<u>Decrease</u>	<u>Increase</u>	<u>Decrease</u>
Discount rate	1.00	(4,186)	4,901	(1,166)	1,383
Future salary increase rate	1.00	4,749	(4,145)	1,341	(1,155)
Staff turnover rate	20.00	(5,440)	7,217	(1,846)	2,580

20. 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.

21. Finance cost

	(Unit: Thousand Baht)			
	Consolidated		Separate	
	financial statements		financial statements	
	<u>2020</u>	<u>2019</u>	<u>2020</u>	<u>2019</u>
Interest expenses on borrowings	16,208	19,780	9,997	14,615
Interest expenses on lease liabilities	4,802	661	115	98
Total	21,010	20,441	10,112	14,713

22. Expenses by nature

Significant expenses classified by nature are as follows:

	(Unit: Thousand Baht)			
	Consolidated		Separate	
	financial statements		financial statements	
	<u>2020</u>	<u>2019</u>	<u>2020</u>	<u>2019</u>
Salaries and wages and other employee benefits	665,751	756,800	279,797	311,813
Depreciation and amortisation	165,657	148,568	52,904	54,093
Doctor fees	451,562	488,541	163,453	185,675
Medical treatment expense for referred patients	161,437	172,318	123,430	127,599
Medicine, medical supplies and other supplies used	353,544	371,917	120,962	130,964

23. Income tax

Income tax expenses for the years ended 31 December 2020 and 2019 are made up as follows:

	(Unit: Thousand Baht)			
	Consolidated		Separate	
	financial statements		financial statements	
	<u>2020</u>	<u>2019</u>	<u>2020</u>	<u>2019</u>
Current income tax:				
Current income tax charge	44,133	48,784	16,009	19,670
Deferred tax:				
Relating to origination and reversal of temporary differences	(3,151)	(3,314)	(591)	(664)
Income tax expenses reported in profit or loss	<u>40,982</u>	<u>45,470</u>	<u>15,418</u>	<u>19,006</u>

The amounts of income tax relating to each component of other comprehensive income for the years ended 31 December 2020 and 2019 are made up as follows:

	(Unit: Thousand Baht)			
	Consolidated		Separate	
	financial statements		financial statements	
	<u>2020</u>	<u>2019</u>	<u>2020</u>	<u>2019</u>
Deferred tax relating to actuarial gain (loss)	<u>112</u>	<u>(1,660)</u>	<u>-</u>	<u>(294)</u>

The reconciliation between accounting profit and income tax expense is shown below.

	(Unit: Thousand Baht)			
	Consolidated		Separate	
	financial statements		financial statements	
	<u>2020</u>	<u>2019</u>	<u>2020</u>	<u>2019</u>
Accounting profit before tax	<u>227,834</u>	<u>245,893</u>	<u>152,475</u>	<u>177,481</u>
Applicable tax rate	20% and 0% - 15%	20% and 0% - 15%	20%	20%
Accounting profit before tax multiplied by applicable tax rates	45,419	49,100	30,495	35,496
Effects of:				
Non-deductible expenses	4,057	1,757	618	767
Tax-exempted dividend income	-	-	(12,831)	(15,501)
Additional expense deductions allowed	(8,494)	(5,387)	(2,864)	(1,756)
Total	<u>(4,437)</u>	<u>(3,630)</u>	<u>(15,077)</u>	<u>(16,490)</u>
Income tax expenses reported profit or loss	<u>40,982</u>	<u>45,470</u>	<u>15,418</u>	<u>19,006</u>

The components of deferred tax assets and deferred tax liabilities are as follows:

	(Unit: Thousand Baht)			
	Statements of financial position			
	Consolidated		Separate	
	financial statements		financial statements	
	As at 31 December 2020	As at 31 December 2019	As at 31 December 2020	As at 31 December 2019
Deferred tax assets				
Allowance for expected credit losses (2019: Allowance for doubtful accounts)	238	40	96	13
Allowance for diminution in value of medicine and supplies	76	83	31	36
Recognition of rental expenses	-	4,463	-	-
Provision for employee benefits	10,747	10,279	2,832	2,525
Loss on fair value adjustment of right-of-use assets of subsidiary from acquisition of business	384	439	-	-
Lease	6,294	-	-	-
Total	17,739	15,304	2,959	2,574

	(Unit: Thousand Baht)			
	Statements of financial position			
	Consolidated		Separate	
	financial statements		financial statements	
	As at 31 December 2020	As at 31 December 2019	As at 31 December 2020	As at 31 December 2019
Deferred tax liabilities				
Accumulated depreciation - Buildings	7,163	7,464	4,827	5,033
Unrealised fair value gain on investments	81	-	81	-
Gain on fair value adjustment of fixed assets of subsidiary from acquisition of business	621	923	-	-
Total	7,865	8,387	4,908	5,033

24. Earnings per share

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

	Consolidated		Separate	
	financial statements		financial statements	
	<u>2020</u>	<u>2019</u>	<u>2020</u>	<u>2019</u>
Profit for the period (Thousand Baht)	186,278	199,822	137,057	158,475
Weighted average number of ordinary shares (Thousand shares)	570,665	570,665	570,665	570,665
Earnings per share (Baht per share)	0.33	0.35	0.24	0.28

25. Segment information

The Company and its subsidiaries are principally engaged in the hospital business. A subsidiary is engaged in operating a vocational school, but revenue from this business is immaterial. Therefore, revenues, operating profit and total assets presented in the financial statements relate to the said principal business.

Geographic information

The Company and its subsidiaries operate in Thailand only. As a result, all of the revenues and assets as reflected in these financial statements pertain exclusively to this geographical reportable segment.

Major customer

For the year 2020, the Company and its subsidiaries have revenues from one major customer in amount of Baht 553 million, arising from hospital business (2019: Baht 461 million derived from one major customer, arising from hospital business).

26. Provident fund

The Company, its subsidiaries and its employees have jointly established a provident fund in accordance with the Provident Fund Act B.E. 2530. The Company, its subsidiaries and its employees contribute to the fund monthly at the rate of 2 percent of basic salary. The fund, which is managed by the American International Assurance Company Limited, will be paid to employees upon termination in accordance with the fund rules. The contributions for the year 2020 amounting to approximately Baht 5 million (2019: Baht 5 million) (The Company only: Baht 2 million and 2019: Baht 2 million) were recognised as expenses.

27. Dividends

Dividends	Approved by	Total dividends (Thousand Baht)	Dividend per share (Baht)
Final dividends for 2018	The Annual General Meeting of the shareholders on 22 April 2019	68,480	0.12
Total dividends for 2019		68,480	0.12
Final dividends for 2019	The Annual General Meeting of the shareholders on 24 April 2020	79,893	0.14
Total dividends for 2020		79,893	0.14

28. Commitments and contingent liabilities

28.1 Capital commitments

As at 31 December 2020, the Company and its subsidiaries had capital commitments relating to the construction of buildings and the buildings improvement of approximately Baht 97.4 million (2019: Baht 88.2 million) (The Company only: Baht 95.9 million and 2019: Baht 72.2 million), and relating to medical service system and acquisition of medical devices and hospital equipment of approximately Baht 1.8 million (2019: Baht 42.4 million) (The Company only: Baht 1.8 million and 2019: Baht 5.0 million).

28.2 Service commitments

The Company and its subsidiaries have entered into consulting, cleaning services provider, security services provider, medical equipment maintenance service, and other service agreements with unrelated parties.

As at 31 December 2020, future minimum payments required under those service contracts were contracting to Baht 19 million (2019: Baht 25 million) (The Company only: Baht 7 million and 2019: Baht 9 million).

28.3 Guarantees

(a) The Company has guaranteed bank credit facilities of its subsidiary amounting to Baht 88 million (2019: Baht 88 million).

(b) There were outstanding bank guarantees issued by banks on behalf of the Company and its subsidiaries in respect of certain performance bonds as required in the normal course of business as follows:

	Consolidated		(Unit: Million Baht)	
	financial statements		Separate	
	2020	2019	2020	2019
Bank guarantees for the medical treatment service contracts with the Social Security Office	17	20	11	10
Bank guarantees for the medical treatment service contracts with the National Health Security Office	4	4	-	-
Bank guarantees for electricity use	4	4	1	1
Bank guarantees for other proposes	1	4	-	3

28.4 Cancellation of public health services of National Health Security Office

According to the announcement of National Health Security Office (“NHSO”) regarding the termination of agreements with clinics and private hospitals for their alleged involvement in fraud, on 18 September 2020, NHSO issued a letter to terminate the public health service agreement with Vichaivej Yaekfaichai Hospital (“subsidiary”). Management of such subsidiary had initially investigated the fact and found that the subsidiary did not violate the law. At present, no state agencies take legal action against the hospital and Management expects that there will be no damage to the subsidiary arising from this case.

29. Financial instruments

29.1 Financial risk management

The Company and its subsidiaries’ financial instruments principally comprise cash and cash equivalents, trade receivables, short-term loans, long-term loans and lease liabilities. The financial risks associated with these financial instruments and how they are managed is described below.

Credit risk

The Company and its subsidiaries are exposed to credit risk primarily with respect to trade accounts receivable, deposits with banks and financial institutions. The maximum exposure to credit risk is limited to the carrying amounts as stated in the statement of financial position.

Foreign currency risk

The Company and its subsidiaries had no exposure to foreign currency risk as they rarely have not transactions denominated in other currencies.

Interest rate risk

The Company and its subsidiaries exposure to interest rate risk relates primarily to its long-term loans. However, since most of the Company’s and its subsidiaries’ financial assets and liabilities bear floating interest rates or fixed interest rates which are close to the market rate, the interest rate risk is expected to be minimal.

Liquidity risk

The Company and its subsidiaries have assessed the concentration of risk with respect to refinancing its debt and concluded it to be low.

29.2 Fair values of financial instruments

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

A fair value is the amount for which an asset can be exchanged or a liability settled between knowledgeable, willing parties in an arm's length transaction. The fair value is determined by reference to the market price of the financial instruments or by using an appropriate valuation technique, depending on the nature of the instrument.

30. Capital management

The primary objective of the Company and its subsidiaries' capital management is to ensure that it has appropriate capital structure in order to support its business and maximise shareholder value. As at 31 December 2020, the Company and its subsidiaries' debt-to-equity ratio was 0.65:1 (2019: 0.70:1) and the Company's was 0.45:1 (2019: 0.45:1).

31. Approval of financial statements

These financial statements were authorised for issue by the Company's Board of Directors on 22 February 2021.



ศูนย์ตรวจสุขภาพและอาชีวเวชศาสตร์วิชัยเวช



โรงพยาบาลวิชัยเวช อินเตอร์เนชั่นแนล อ้อมน้อย
โทร. 02 441 7899 call. 1792

โรงพยาบาลวิชัยเวช อินเตอร์เนชั่นแนล หนองแขม
โทร. 02 441 6999

โรงพยาบาลวิชัยเวช อินเตอร์เนชั่นแนล สมุทรสาคร
โทร. 034 410 700-6 (อัตรานาที 7 คู่สาย)

โรงพยาบาลวิชัยเวช แยกไฟฉาย
โทร. 02 412 0055-60



บริษัท ศรีวิชัยเวชวิวัฒน์ จำกัด (มหาชน)
Srivichai Vejvivat Public Company Limited

74/5 หมู่ 4 ถนนเพชรเกษม ตำบลอ้อมน้อย อำเภอกระทุ่มแบน จังหวัดสมุทรสาคร 74130
โทรศัพท์. 02 441 7899 โทรสาร. 02 431 0940, 02 431 0943

74/5 Moo 4 Phetkasem Road. Omnoi, Krathumbaen, Samutsakhon 74130
Tel. (+662) 441 7899 Fax. (+662) 431 0940, (+662) 431 0943 Email : omnoi@vichaivej.com



www.vichaivej.com
www.facebook.com/vichaivej

