



Annual Registration Statement / Annual Report

Form 56-1 One Report

(Structured Data Report)

RAMKHAMHAENG HOSPITAL PUBLIC COMPANY LIMITED

Fiscal Year End 31 December 2023



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Group Structure and Operations

Group Structure and Operations

Business Overview and Policies (1.1)

Company Information (1.1.5)

Company Name : RAMKHAMHAENG HOSPITAL PUBLIC COMPANY LIMITED

Symbol : RAM

Address : 436 RAMKHAMHAENG ROAD, HUAMARK, BANG KAPI

Province : Bangkok

Postcode : 10240

Business : The Company is a private hospital named as RamkhamhaengHospital including 7 sister hospital networks. RAM has the resources,experience and expertise to provide international quality health care service .

Registration Number : 0107536000528

Telephone : 0-2374-0197-216, 0-2374-0798-807, 0-2732-0476-487

Fax (if applicable) : 0-2374-0804

Website : www.ram-hosp.co.th

Email : ramhospital@hotmail.com

Total Shares Sold (shares)

Common Stock : 1,200,000,000

Preferred Stock : 0

Business Operations (1.2)

Revenue Structure (1.2.1)

By Product Line or Business Grouping

	2021	2022	2023
Total revenue from operations (Thousand baht)	13,217,971.88	11,219,276.25	10,333,735.23
Medical treatment revenue (Thousand baht)	11,069,392.10	9,560,846.45	8,542,323.19
Revenue from sale of medical equipment and medical supplies (Thousand baht)	1,594,567.85	1,125,681.19	1,091,807.09
Other (Thousand baht)	554,011.93	532,748.61	699,604.95

	2021	2022	2023
Total revenue from operations (%)	100.00	100.00	100.00
Medical treatment revenue (%)	83.75	85.22	82.66
Revenue from sale of medical equipment and medical supplies (%)	12.06	10.03	10.57
Other (%)	4.19	4.75	6.77

By Geographical Area or Market

	2021	2022	2023
Total revenue from operations (Thousand baht)	13,217,971.88	11,219,276.25	10,333,735.23
Domestic (Thousand baht)	13,217,971.88	11,219,276.25	10,333,735.23
International (Thousand baht)	0.00	0.00	0.00

	2021	2022	2023
Total revenue from operations (%)	100.00	100.00	100.00
Domestic (%)	100.00	100.00	100.00
International (%)	0.00	0.00	0.00

Other income as specified in the financial statements

	2021	2022	2023
Total other income (Thousand baht)	0.00	0.00	0.00
Other income from operations (Thousand baht)	0.00	0.00	0.00
Other income not from operations (Thousand baht)	0.00	0.00	0.00

Information on Products and Services (1.2.2)**Product/Service Information and Business Innovation Development (1.2.2.1)**

Research and Development (R&D) Policy : No

(Unit : Thousand baht)	2021	2022	2023
R&D expenses in the past 3 years	N/A	N/A	N/A

Risk Management

Risk Management

Risk Factors (2.2)

Risk that might affect the company's business, including environmental, social and corporate governance issues (2.2.1)

Risk from shortage of medical personnel

Risk Management Measures: Yes

Related Risk Topics

Operational Risk

- Reliance on employees in key positions
- Shortage or reliance on skilled workers

Risk from change in Social Security Program Policies

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Government policy

Compliance Risk

- Change in laws and regulations

Risk from competition in private hospital industry

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Volatility in the industry in which the company operates
- Behavior or needs of customers / consumers
- Changes in technologies

Risk of medical payment collection

Risk Management Measures: Yes

Related Risk Topics

Financial Risk

- Default on payment or exchange of goods

Risk of interest rate fluctuation

Risk Management Measures: Yes

Related Risk Topics

Financial Risk

- Fluctuation in exchange rates, interest rates, or the inflation rate

Risk from administrative procedure and process

Risk Management Measures: Yes

Related Risk Topics

Operational Risk

- Human error in business operations
- Safety, occupational health, and working environment
- Impact on human rights

Risk from change in regulation

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Government policy

Compliance Risk

- Change in laws and regulations
- Laws and regulations is not favorable for doing business

Risk from litigation

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Damage to company image and reputation

Operational Risk

- Other

Risk to Securities Holder (2.2.2)

Risk from control by major shareholders

Risk Management Measures: Yes

Related Risk Topics

- Return from investment of securities holder

Sustainable Development

Sustainable Development

Sustainability Management Policy and Targets (3.1)

Sustainability Management Policy and Targets

Corporate Sustainability Policy : No

Environmental Aspect (3.3)

Policy and Guideline on Environmental Aspect (3.3.1)

Environmental Policy and Practice : Yes

URL of environmental policy and practice : 56-1.com

Company environmental guideline : Electricity Management, Renewable/Clean Energy
Management, Water Management, Waste Management

Results with Respect to the Environmental Aspect (3.3.2)

Energy management

- Electricity consumption

	2021	2022	2023
Total electricity consumption within the organization (Kilowatt-Hours)	11,194,000.00	11,293,000.00	12,263,077.00

Water management

- Water consumption

	2021	2022	2023
Total water withdrawal (Cubic meters)	0.00	0.00	0.00

Waste management

• Waste from operations

	2021	2022	2023
Hazardous waste (Kilograms)	10,397.00	8,666.00	11,309.00
Total waste generated (Kilograms)	10,397.00	8,666.00	11,309.00

Greenhouse gas management

• Greenhouse gas emissions

	2021	2022	2023
Total GHG emissions target (Metric tonnes of carbon dioxide equivalent)	N/A	N/A	N/A
Scope 1 (Tons of carbon dioxide equivalents)	N/A	N/A	N/A
Scope 2 (Tons of carbon dioxide equivalents)	N/A	N/A	N/A
Scope 3 (Tons of carbon dioxide equivalents)	N/A	N/A	N/A
Total GHG emissions (Metric tonnes of carbon dioxide equivalent)	0.00	0.00	0.00

• Verification of greenhouse gas emissions over the past year

Third-party verification : No

Social Aspect (3.4)

Policy and Guideline on Social Aspect (3.4.1)

Human Rights Policy and Practice : Yes

URL of human rights policy : <https://investor.ram-hosp.co.th/th/corporate-governance/corporate-governance-at-ram>

Company human right guideline : Employee Rights, Migrant Workers, Community and Environment Rights, Non-discrimination

Results with Respect to the Social Aspect (3.4.2)

Information about employees

• Total number of employees

	2021	2022	2023
Number of male employees (Persons)	900	953	1,168
Number of female employees (Persons)	4,650	4,724	6,131
Total number of employees (Persons)	5,550	5,677	7,299

• Employee remuneration

	2021	2022	2023
Employee remuneration (baht)	1,454,045,498.00	1,577,487,980.00	2,124,826,535.00

• Employee development and training

	2021	2022	2023
Average employee training hours (Hours / Person / Year)	6.00	6.00	6.00

• Health, safety and work environment

	2021	2022	2023
Total number of lost time injury incidents by employees (Cases)	0	0	0

• Significant labor dispute

	2021	2022	2023
Significant labor dispute	No	No	No

Corporate Governance Policy

Corporate Governance Policy

Overview of the Corporate Governance Policy and Guideline (6.1)

Corporate Governance Policy

Corporate Governance Policy : Yes

Company website on corporate governance policy : <https://investor.ram-hosp.co.th/th/corporate-governance/corporate-governance-at-ram>

Policy and Guideline Related to the Board of Directors (6.1.1)

Policy and guideline related to the board of directors

Company policy and guideline : Nomination of Directors, Compensation, Board Performance Evaluation, Corporate Governance of Subsidiaries and Associated Companies

Code of Conduct (6.2)

Establishing a Code of Conduct

Establishing a Code of Conduct

Code of Conduct : Yes

Policy and Guideline related to the Code of Conduct

Company policy and guideline : Preventing of Conflicts of Interest, Preventing the Misuse of Inside Information, Anti-corruption, Whistleblowing

**Corporate Governance Structure
and Significant Information Regarding
the Board of Directors, Subcommittees,
Management,
Employee and Other Information**

Corporate Governance Structure and Significant Information Regarding the Board of Directors, Subcommittees, Management, Employee and Other Information

Board of Directors (7.2)

Composition of the board of directors (7.2.1)

	Number of persons	Percentage (%)
Total number of directors	15	100.00
Number of male directors	11	73.33
Number of female directors	4	26.67
Number of executive directors	6	40.00
Number of non-executive directors	9	60.00
Number of independent directors	5	33.33

Information on the board of directors and persons with authority to control the company (7.2.2)

List of directors

General information	Position	Date position was assumed	Experience and expertise
1. Mr. CHAMNAN CHANAPAI Gender: Male Age: 80 years old Highest level of education: Bachelor's degree Major: Medicine Thai nationality: Yes Residing in Thailand: Yes	Chairman of the board (Executive) Director type: Re-elected as director	22 Nov 2023	

2.	Mr. VIRAT CHUEN-IM Gender: Male Age: 86 years old Highest level of education: Bachelor's degree Major: Medicine Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive) Director type: Original director	7 Jun 1993
3.	Mr. KAJIT HABANANAANDA Gender: Male Age: 86 years old Highest level of education: Master's degree Major: Management Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Original director	19 Apr 1994
4.	Mr. SIRIPONG LUENGVARINKUL Gender: Male Age: 63 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Executive) Director type: Original director	17 Apr 1995
5.	Mr. SUTHEE LEELASETAKUL Gender: Male Age: 67 years old Highest level of education: Bachelor's degree Major: Medicine Thai nationality: Yes Residing in Thailand: Yes	Director (Executive) Director type: Re-elected as director	28 Apr 2000

6.	Mr. JERMPOL BHUMITRAKUL Gender: Male Age: 63 years old Highest level of education: Master's degree Major: Management Thai nationality: Yes Residing in Thailand: Yes	Director (Executive) Director type: Original director	28 Apr 2000
7.	Mr. PRAMOL APIRAT Gender: Male Age: 57 years old Highest level of education: Master's degree Major: Management Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Re-elected as director	24 Apr 2009
8.	Ms. KITTIYARAT JIROJDAMRONGCHAI Gender: Female Age: 70 years old Highest level of education: Bachelor's degree Major: Management Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Re-elected as director	24 Apr 2009
9.	Mr. PINIT HIRUNYACHOTE Gender: Male Age: 76 years old Highest level of education: Master's degree Major: Political Science Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Original director	20 Jan 2015

10.	Ms. TASSAWAN SIRIVONGS Gender: Female Age: 49 years old Highest level of education: Master's degree Major: Management Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive) Director type: Original director	21 Feb 2018
11.	Mr. BENNY LIM Gender: Male Age: 52 years old Highest level of education: Bachelor's degree Major: Finance Thai nationality: No Residing in Thailand: No	Director (Non-executive) Director type: Original director	25 Apr 2019
12.	Mr. PITCHAYA SOMBURANASIN Gender: Male Age: 51 years old Highest level of education: Bachelor's degree Major: Medicine Thai nationality: Yes Residing in Thailand: Yes	Director (Executive) Director type: Original director	8 Jan 2021
13.	Mr. ABIEL TAN Gender: Male Age: 40 years old Highest level of education: Bachelor's degree Major: Science Thai nationality: No Residing in Thailand: No	Director (Non-executive) Director type: Original director	15 Mar 2022

14.	<p>Mrs. SOMSRI PAUSAWASDI</p> <p>Gender: Female</p> <p>Age: 84 years old</p> <p>Highest level of education: Doctoral degree</p> <p>Major: Medicine</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director</p> <p>(Non-executive, Independent director)</p> <p>Director type: Original director</p>	15 Mar 2022
15.	<p>Ms. RUKKAGEE KANJANAPITAK</p> <p>Gender: Female</p> <p>Age: 42 years old</p> <p>Highest level of education: Doctoral degree</p> <p>Major: Management</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director</p> <p>(Executive)</p> <p>Director type: Newly appointed director to replace ex-director</p>	22 Nov 2023

List of directors who resigned/vacated their position during the year

General information	Position	Tenure	Replacement Director
<p>1. Mr. AURCHAT KANJANAPITAK</p> <p>Gender: Male</p> <p>Age: 80 years old</p> <p>Highest level of education: Doctoral degree</p> <p>Major: Medicine</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Chairman of the board</p> <p>(Non-executive)</p>	<p>Date position was assumed: 8 Jan 2021</p> <p>Date directorship ended: 22 Nov 2023</p>	No replacement director
<p>2. Mr. CHUL JOO LEE</p> <p>Gender: Male</p> <p>Age: 51 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Management</p> <p>Thai nationality: No</p> <p>Residing in Thailand: No</p>	<p>Director</p> <p>(Non-executive)</p>	<p>Date position was assumed: 15 Mar 2022</p> <p>Date directorship ended: 10 Mar 2023</p>	No replacement director

Other Information pertaining to committees

The Chairman is an independent director : No

The Chairman and the manager are the same person : No

The Chairman and the manager are members of the same family : No

The company appoints at least one independent director to determine the agenda of
the Board of Directors' meetings : Yes

Sub-committees (7.3)

Information about sub-committees (7.3.2)

Audit Committee

List of audit committee members

General information	Position	Date position was assumed	Experience and expertise
1. Mr. PRAMOL APIRAT [1] Gender: Male Age: 57 years old Highest level of education: Master's degree Major: Management Thai nationality: Yes Residing in Thailand: Yes	Chairman of the audit committee (Non-executive, Independent director) Director type: Re-elected as director	24 Dec 1999	
2. Mr. KAJIT HABANANAANDA [1] Gender: Male Age: 86 years old Highest level of education: Master's degree Major: Management Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director) Director type: Original director	24 Dec 1999	
3. Ms. KITTIYARAT JIROJDAMRONGCHAI Gender: Female Age: 70 years old Highest level of education: Bachelor's degree Major: Management Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director) Director type: Re-elected as director	25 Apr 2008	

[1] A director with the accounting expertise needed to review financial statements

Executive Committee

List of executive committee members

General information	Position	Date position was assumed
1. Mr. CHAMNAN CHANAPAI Gender: Male Age: 80 years old Highest level of education: Bachelor's degree Major: Medicine Thai nationality: Yes Residing in Thailand: Yes	Chairman of the executive committee	1 Jan 1993
2. Mr. JERMPOL BHUMITRAKUL Gender: Male Age: 63 years old Highest level of education: Master's degree Major: Management Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	28 Apr 2000
3. Mr. SUTHEE LEELASETAKUL Gender: Male Age: 67 years old Highest level of education: Bachelor's degree Major: Medicine Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	28 Apr 2000
4. Mr. PITCHAYA SOMBURANASIN Gender: Male Age: 51 years old Highest level of education: Bachelor's degree Major: Medicine Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	8 Jan 2021

5.	Ms. RUKKAGEE KANJANAPITAK Gender: Female Age: 42 years old Highest level of education: Doctoral degree Major: Management Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	1 Sep 2021
6.	Mr. Siripong Leungvarinkul Gender: Male Age: 63 years old Highest level of education: Master's degree Major: Management Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	17 Apr 1995
7.	Mr. Talit Cheun-Im Gender: Male Age: 52 years old Highest level of education: Master's degree Major: Management Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	1 Sep 2021
8.	Mr. Paiboon Eksangsri Gender: Male Age: 72 years old Highest level of education: Master's degree Major: Management Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	1 Aug 2023

List of executive committee members who resigned/vacated their position during the year

General information	Position	Tenure	Replacement Director
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1.	Mr. AURCHAT KANJANAPITAK Gender: Male Age: 80 years old Highest level of education: Doctoral degree Major: Medicine Thai nationality: Yes Residing in Thailand: Yes	Chairman of the executive committee	Date position was assumed: 1 Jan 1993 Date directorship ended: 22 Nov 2023	Mr. CHAMNAN CHANAPAI Date position was assumed: 22 Nov 2023
2.	Mr. VIRAT CHUEN-IM Gender: Male Age: 86 years old Highest level of education: Bachelor's degree Major: Medicine Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	Date position was assumed: 7 Jun 1993 Date directorship ended: 22 Nov 2023	No replacement director
3.	Ms. TASSAWAN SIRIVONGS Gender: Female Age: 49 years old Highest level of education: Master's degree Major: Management Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	Date position was assumed: 21 Feb 2018 Date directorship ended: 22 Nov 2023	No replacement director
4.	Mr. Dhitti Chanapai Gender: Male Age: 40 years old Highest level of education: Master's degree Major: Management Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	Date position was assumed: 1 Sep 2021 Date directorship ended: 22 Nov 2023	No replacement director

Other sub-committees

Sub-committees information

Name of sub-committees	List of directors	Position
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Risk Management and Investment Committee	Mr. PITCHAYA SOMBURANASIN	Member
	Mr. Talit Cheun-Im	Member
	Ms. RUKKAGEE KANJANAPITAK	Member
	Mr. BENNY LIM	Member
/ Proposed Nomination and Remuneration Committee	Ms. RUKKAGEE KANJANAPITAK	Member
	Mr. BENNY LIM	Member
	Mrs. SOMSRI PAUSAWASDI	Member
	Mr. PINIT HIRUNYACHOTE	Member
	Mr. KAJIT HABANANAANDA	Member

Roles of Sub-committees

Sub-committees responsible for risk management	: Risk Management and Investment Committee
Sub-committees responsible for nomination	: / Proposed Nomination and Remuneration Committee
Sub-committees responsible for remuneration	: / Proposed Nomination and Remuneration Committee
Sub-committees responsible for corporate governance	: None
Sub-committees responsible for corporate sustainability development	: None

Executives (7.4)

List and positions of the executive (7.4.1)

The four highest-ranking executives

General information	Position	Date position was assumed	Experience and expertise
1. Ms. RUKKAGEE KANJANAPITAK Gender: Female Age: 42 years old Highest level of education: Doctoral degree Major: Management	MANAGING DIRECTOR	22 Nov 2023	

[1] Highest responsibility in accounting and finance

[2] Directly responsible for financial account supervision

Remuneration policy for executives (7.4.2 – 7.4.3)

Remuneration policy for executives

Remuneration policy for executives : No

Remuneration

	2021	2022	2023
Total executive remuneration (baht)	40,962,000.00	42,643,000.00	47,368,000.00

Other forms of remuneration

Employee Stock Ownership Plan (ESOP) : No

Employee Joint Investment Program (EJIP) : No

Employees (7.5)

Information about company employees

Employees

Number of male employees (persons)	: 1,168
Number of female employees (persons)	: 6,131
Total number of employees (persons)	: 7,299

Employee Remuneration

Total employee remuneration	: 2,124,826,535.00
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Provident fund

Total number of employees (persons)	: 7,299
Number of employees contributing to the PVD (persons)	: 0
Percentage of employees who are members (%)	: 0.00

Other Significant Information (7.6)

Other significant information

Assigned persons

- Person assigned to take direct responsibility for accounting oversight

General information	Email	Telephone
1. Ms. Nittaya Reuncharoen	nittaya@ram-hosp.co.th	

- Company secretary

General information	Email	Telephone
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1.	Mrs. Waradda Tantanatewin	secretary@ram-hosp.co.th
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• Head of compliance unit

General information	Email	Telephone
1. Mr. Mingphimuk Limcharoonsak	secretary@ram-hosp.co.th	

• Head of investor relations

General information	Email	Telephone
1. Mr. Surabot Visutimatakul	Surabot.V@ram-hosp.com	

Company's auditor

Company	Names and general information of auditors	Audit fee (baht)	Other non-audit fees (baht)
1. DHARMNITI AUDITING COMPANY LIMITED	1. Mrs. METHAVEE CHANASONGKRAM Email: methavee.c@daa.co.th Telephone: -	5,402,354.00	-

Performance Report on Corporate Governance

Performance Report on Corporate Governance

Summary of Director Performance (8.1)

Selection, development, and evaluation of duty performance of the Board of Directors (8.1.1)

List of new directors appointed in the past year

• List of continuing directors (full term of directorship and being re-appointed as a director)

General information	Position	Date position was assumed	Experience and expertise
1. Mr. CHAMNAN CHANAPAI Gender: Male Age: 80 years old Highest level of education: Bachelor's degree Major: Medicine Thai nationality: Yes Residing in Thailand: Yes	Chairman of the board (Executive) Director type: Re-elected as director	Date position was assumed: 22 Nov 2023	
2. Mr. SUTHEE LEELASETAKUL Gender: Male Age: 67 years old Highest level of education: Bachelor's degree Major: Medicine Thai nationality: Yes Residing in Thailand: Yes	Director (Executive) Director type: Re-elected as director	Date position was assumed: 28 Apr 2000	
3. Mr. PRAMOL APIRAT Gender: Male Age: 57 years old Highest level of education: Master's degree Major: Management Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Re-elected as director	Date position was assumed: 24 Apr 2009	

4.	Ms. KITTIYARAT JIROJDAMRONGCHAI Gender: Female Age: 70 years old Highest level of education: Bachelor's degree Major: Management Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Re-elected as director	Date position was assumed: 24 Apr 2009
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• List of newly appointed director to replace the ex-director

General information	Position	Date position was assumed	Experience and expertise
1. Ms. RUKKAGEE KANJANAPITAK Gender: Female Age: 42 years old Highest level of education: Doctoral degree Major: Management Thai nationality: Yes Residing in Thailand: Yes	Director (Executive) Director type: Newly appointed director to replace ex-director	Date position was assumed: 22 Nov 2023	

Development of directors over the past year

List of directors	Position	Participated in director development program
Mr. CHAMNAN CHANAPAI	Chairman of the board	Non-participating
Mr. VIRAT CHUEN-IM	Director	N/A
Mr. KAJIT HABANANAANDA	Director	N/A
Mr. SIRIPONG LUENGVARINKUL	Director	N/A
Mr. SUTHEE LEELASETAKUL	Director	Non-participating
Mr. JERMPOL BHUMITRAKUL	Director	N/A
Mr. PRAMOL APIRAT	Director	N/A
Ms. KITTIYARAT JIROJDAMRONGCHAI	Director	N/A
Mr. PINIT HIRUNYACHOTE	Director	N/A

Ms. TASSAWAN SIRIVONGS	Director	N/A
Mr. BENNY LIM	Director	N/A
Mr. PITCHAYA SOMBURANASIN	Director	N/A
Mr. ABIEL TAN	Director	N/A
Mrs. SOMSRI PAUSAWASDI	Director	N/A
Ms. RUKKAGEE KANJANAPITAK	Director	Participating
Mr. AURCHAT KANJANAPITAK	Chairman of the board	N/A
Mr. CHUL JOO LEE	Director	N/A

Directors' performance assessment

Method used to evaluate directors' performance : Whole-board-of-directors assessment, Individual-director assessment (self-assessment)

Meeting attendance and remuneration to each Board member (8.1.2)

Meeting attendance of the board of directors

Number of board meetings (times) : 22

Date of AGM meeting : 28 Apr 2023

EGM meeting : No

List of directors	Termination date	Number of Board Meeting	AGM meetings	EGM meetings
1. Mr. CHAMNAN CHANAPAI (Chairman of the board)	-	22/22	Participating	Did not hold the meeting
2. Mr. VIRAT CHUEN-IM (Director)	-	22/22	Non-participating	Did not hold the meeting
3. Mr. KAJIT HABANANAANDA (Director)	-	19/22	Participating	Did not hold the meeting

4.	Mr. SIRIPONG LUENGVARINKUL (Director)	-	22/22	Participating	Did not hold the meeting
5.	Mr. SUTHEE LEELASETAKUL (Director)	-	22/22	Participating	Did not hold the meeting
6.	Mr. JERMPOL BHUMITRAKUL (Director)	-	21/22	Participating	Did not hold the meeting
7.	Mr. PRAMOL APIRAT (Director)	-	22/22	Participating	Did not hold the meeting
8.	Ms. KITTIYARAT JIROJDAMRONGCHAI (Director)	-	22/22	Participating	Did not hold the meeting
9.	Mr. PINIT HIRUNYACHOTE (Director)	-	21/22	Participating	Did not hold the meeting
10.	Ms. TASSAWAN SIRIVONGS (Director)	-	21/22	Participating	Did not hold the meeting
11.	Mr. BENNY LIM (Director)	-	15/22	Participating	Did not hold the meeting
12.	Mr. PITCHAYA SOMBURANASIN (Director)	-	22/22	Participating	Did not hold the meeting
13.	Mr. ABIEL TAN (Director)	-	12/22	Participating	Did not hold the meeting
14.	Mrs. SOMSRI PAUSAWASDI (Director)	-	18/22	Participating	Did not hold the meeting
15.	Ms. RUKKAGEE KANJANAPITAK (Director)	-	2/22	Participating	Did not hold the meeting
16.	Mr. AURCHAT KANJANAPITAK (Chairman of the board)	22 Nov 2023	20/22	Participating	Did not hold the meeting
17.	Mr. CHUL JOO LEE (Director)	10 Mar 2023	1/22	Non-participating	Did not hold the meeting

Remuneration for company directors

List of directors	Termination date	Meeting allowance (baht)	Other monetary remuneration (baht)	Other non- monetary
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1.	Mr. CHAMNAN CHANAPAI (Chairman of the board)	-	360,000.00	0.00	No
2.	Mr. VIRAT CHUEN-IM (Director)	-	360,000.00	0.00	No
3.	Mr. KAJIT HABANANAANDA (Director)	-	150,000.00	0.00	No
4.	Mr. SIRIPONG LUENGVARINKUL (Director)	-	360,000.00	0.00	No
5.	Mr. SUTHEE LEELASETAKUL (Director)	-	360,000.00	0.00	No
6.	Mr. JERMPOL BHUMITRAKUL (Director)	-	360,000.00	0.00	No
7.	Mr. PRAMOL APIRAT (Director)	-	150,000.00	0.00	No
8.	Ms. KITTIYARAT JIROJDAMRONGCHAI (Director)	-	150,000.00	0.00	No
9.	Mr. PINIT HIRUNYACHOTE (Director)	-	150,000.00	0.00	No
10.	Ms. TASSAWAN SIRIVONGS (Director)	-	360,000.00	0.00	No
11.	Mr. BENNY LIM (Director)	-	0.00	0.00	No
12.	Mr. PITCHAYA SOMBURANASIN (Director)	-	360,000.00	0.00	No
13.	Mr. ABIEL TAN (Director)	-	0.00	0.00	No
14.	Mrs. SOMSRI PAUSAWASDI (Director)	-	150,000.00	0.00	No
15.	Ms. RUKKAGEE KANJANAPITAK (Director)	-	30,000.00	0.00	No
16.	Mr. AURCHAT KANJANAPITAK (Chairman of the board)	22 Nov 2023	330,000.00	0.00	No
17.	Mr. CHUL JOO LEE (Director)	10 Mar 2023	0.00	0.00	No

Report on the Audit Committee's Performance for the Past Year (8.2)

Report on the audit committee's performance for the past year

Meeting attendance of audit committee

Number of Audit committee meetings (times) : 6

List of directors		Termination date	Number of the audit committee meeting
1.	Mr. PRAMOL APIRAT (Chairman of the audit committee)	-	6/6
2.	Mr. KAJIT HABANANAANDA (Audit committee)	-	6/6
3.	Ms. KITTIYARAT JIROJDAMRONGCHAI (Audit committee)	-	6/6