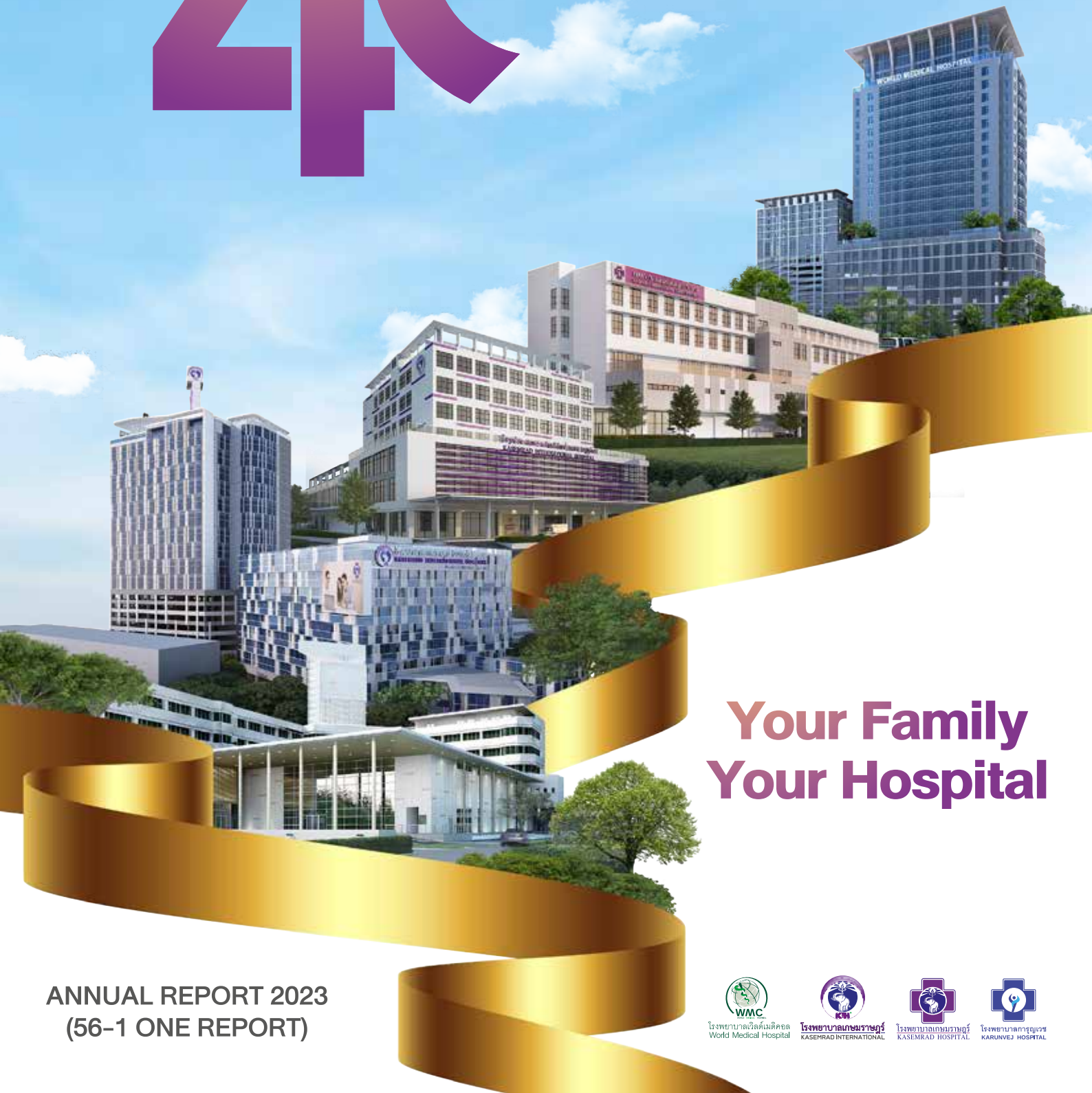




Bangkok Chain Hospital Public Company Limited

40

YEAR
ANNIVERSARY



**Your Family
Your Hospital**

ANNUAL REPORT 2023
(56-1 ONE REPORT)



โรงพยาบาลวิมัล
World Medical Hospital



โรงพยาบาลเกษมราษฎร์
KASEMRAD INTERNATIONAL



โรงพยาบาลเกษมราษฎร์
KASEMRAD HOSPITAL



โรงพยาบาลคุณหญิง
KARUNEE HOSPITAL

Vision



To be one of the leaders in healthcare industry, both domestically and in the Southeast Asian region.

Mission



- We are committed to providing trusted health services, aiming to make our hospital the first choice for patients.
- In collaboration with business partners, we strive to enhance various aspects of efficiency for shared success.
- We focus on nurturing our personnel to be capable and responsible in their roles and towards patients.
- Our management practices are anchored in professionalism and good governance, fostering positive relationships within society and communities.

Kasemrad Hospital Bangkae
The first Kasemrad hospital
Opened since 8 August 1984



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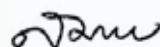
Message from the Chairman of the Board of Director

2023 was considered as the year that the Company was committed to continuously improving the quality and standards for medical services. All 10 affiliated hospitals have been certified the national certification for treatment standards. And all 4 affiliated hospitals have been certified the JCI (Joint Commission International), including World Medical Hospital, Kasemrad International Hospital Ratthanatibeth, Kasemrad Hospital Ramkhamhaeng and Kasemrad Hospital Prachachuen. The affiliated hospitals also adhere to guidelines for Health Care Organization Management Standards to be consistent throughout the organization. As well as providing services to patients by focusing on maximizing the benefit of patients to gain the trust from patients. As the Company's promise: "Your Family Your Hospital."

In terms of the Company's performance for 2023, the Company reported total revenue of 11,829.90 million baht and a net profit attributable to the Company of 1,406.36 million baht, which reflecting the Company's strength. Although revenue from disbursement of medical expenses from the government related to COVID-19 decrease from 2022, the Company has a revenue structure from a patient in several groups, including the general patients, patients in the social security program, and international patients. This is a result of expanding the patient base to potential areas in Thailand and Vientiane, Lao PDR. The Company also prioritizes on cost management through a central procurement department, including the establishment of subsidiaries to develop the capacities of medical laboratories to decrease the cost of referrals to external hospitals and thus being able to maintain performance for sustainable growth.

In addition to conducting business. The Company is also committed to paying attention to the impacts on the environment, communities, employees, trading partners and all stakeholders. In 2023, the Board of Directors has expanded the scope of authority and duties of the Risk Management Committee to be member of the Sustainability, Governance and Risk Management Committee to adhere to sustainable business development and promote the good corporate governance. In the past year, the Company got "AA" rank in SET ESG Rating from The Stock Exchange of Thailand, being credited in organization credit rating that was continuously renewed for the second time from the Thai Collective Action Against Corruption (Thai CAC), "Excellence" in good corporate governance from Thai Institute of Directors (IOD), and listed in ESG100 rating from Thaipat Institute for the 6th consecutive year. In addition, the Company has been certified with "A" in corporate credit rating with a "stable" outlook from TRIS Ratings. It reflects the financial strength of the Company.

Finally, on behalf of Bangkok Chain Hospital Public Company Limited, I would like to share my gratitude to shareholders, customers, financial institutions, government and private agencies, including all business partners for your trust and support as always. The Company will be dedicated to conducting business based on building long-term value with fairness under the principles of good corporate governance.



Asst. Prof. Dr. Somporn Harnphanich, M.D.

Chairman of the Board of Directors



Message from the Chief Executive Officer

2023 was considered as the year where the COVID-19 outbreak situation continuously improved and recovered to normal condition. However, there are clusters of outbreaks continued after the holiday season with disease severity significantly decreased, while the seasonal outbreaks were increased throughout the June - October period of 2023. At the same time, Medical Tourism and international patients, especially from Cambodia, Lao PDR, Myanmar, and Vietnam (CLMV) traveled to get treatment in affiliated hospitals are increasing significantly as a result from the opening borders.

In addition, the Company and its affiliated hospitals are committed to continuously improving the quality and standards of service through the addition of specialized medical centers, i.e. the Magnetic Resonance Imaging Center (MRI), Health and Occupational Medicine Examination Center, Gastrointestinal and Liver Center, and Cosmetic Surgery Center. As well as expanding the network of Kasemrad Medical and Dental Clinic Saraburi, Hin Kong Subdistrict, Nong Khae District, to improve the quality of life for people in the vicinity and receive referrals to Kasemrad Hospital Saraburi along with improving the service areas for inpatient and outpatient with long time service in the same hospitals, i.e. Kasemrad Hospital Prachachuen, Kasemrad Hospital Saraburi, and Kasemrad Hospital Chachoengsao, as well as upgrading service technology in affiliated hospitals to support the increasing demand for medical services and preventive health care.

For performance in 2023, the Company had total income of 11,829.90 million baht, a decrease of (37.4) percent, however, an increase of 31.6 percent compared to 2019 from the growth of the new hospitals' revenue base, including Kasemrad International Hospital Aranyaprathet, Kasemrad International Hospital Vientiane, and Kasemrad Hospital, Prachinburi, the return for medical of Thai patients and international patients in specialized medical centers, and a significant increase in seasonal epidemics. The Company reported a net profit attributable to the Company of 1,406.4 million baht, a decrease of (53.7) percent compared to the previous year and increased by 23.9 percent compared to 2019 before the COVID-19 outbreak.

Throughout the past, the Company be aware of the importance of employees at all levels. Since the employees are the important resources for business operation. In 2023, the Company organized a project to promote innovative creation for operations through the Innovation contest activity as a channel for employees to express their opinions and suggestions, developing and improving operational efficiency, providing training to enhance skills and abilities, along with organizing activities to encourage personnel to feel engaged with the Company's business growth. The Company is also aware of maintaining good relationships with society, communities, and stakeholders outside the organization through organizing joint activities i.e. Health examinations and vaccinations in community areas close to affiliated hospitals, as well as organizing health education activities for patients and the public.

In conclusion, all executives are committed to managing the business to achieve the Company's goals. In addition, the medical personnel and employees of the Company are dedicated with physical and mental strength to work together and push goal to be successful, along with responsibility for the environment, society, and corporate governance. To continue operating the business on a good and sustainable foundation.



Prof. Dr. Chalerm Harnphanich, M.D.
 Chief Executive Officer



Financial Highlights

Bangkok Chain Hospital Public Company Limited and Subsidiaries

	2023	2022	2021
Operating Performance (Million baht)			
Total Revenues	11,829.90	18,910.30	21,529.40
Earnings Before Interest, Tax, Depreciation and Amortization (EBITDA)	2,903.43	5,142.43	10,372.59
Profit for the year	1,487.88	3,157.37	7,507.45
Profit attributable to owners of the company	1,406.36	3,038.91	6,846.00
Financial Position (Million baht)			
Total Assets	17,730.69	19,796.46	26,383.76
Total Liabilities	4,026.23	6,286.66	12,078.12
Non-Controlling Interests	1,110.49	1,064.90	1,325.91
Equity Attributable to Equity Holders of the company	12,593.97	12,444.90	12,979.73
Financial Ratios			
Gross Profit Margin (%)	30.81	32.16	50.66
Net Profit Margin (%) **	11.89	16.07	31.80
Debt to Equity Ratio (Times)	0.29	0.51	0.93
Return on Equity (%) **	11.23	23.91	68.93
Return on Assets (%) *	10.44	18.16	44.27
Stock Information			
Issued Share Capital (million shares) ***	2,493.75	2,493.75	2,493.75
Earnings per Share (Baht) ***	0.56	1.22	2.75
Book Value per Share (Baht) ***	5.50	5.42	5.74
Cash Dividend Paid per Share (Baht) ***	0.35	0.80	1.20
Stock Price at the End of Year (Baht)	22.40	20.50	20.10

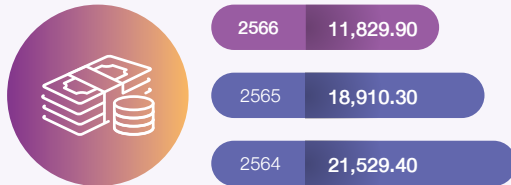
Remark: * Calculated using EBIT for the year

** Calculated using Profit attributable to owners of the company

*** Data per share calculated by each item / number of shares at the end of the year

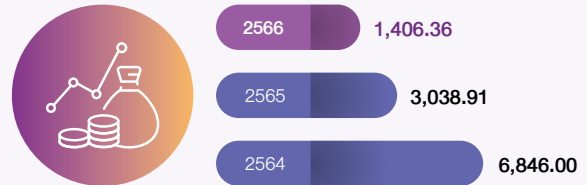
Total Revenues

11,829.90 (Million baht)



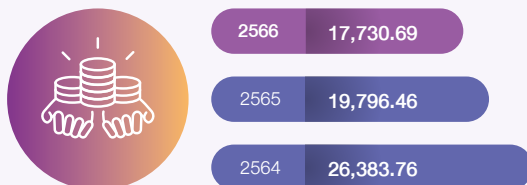
Profit Attributable to Owners of the Company

1,406.36 (Million baht)



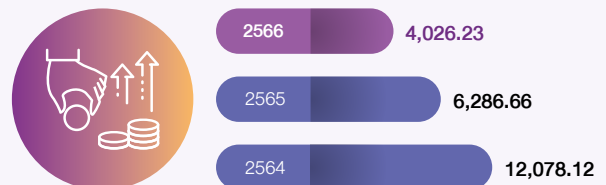
Total Assets

17,730.69 (Million baht)



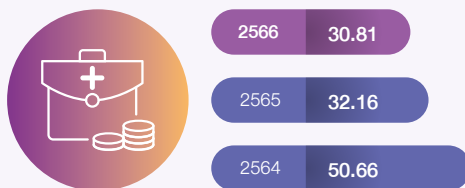
Total Liabilities

4,026.23 (Million baht)



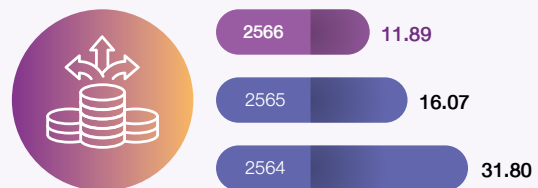
Gross Profit Margin

30.81 (Percent)



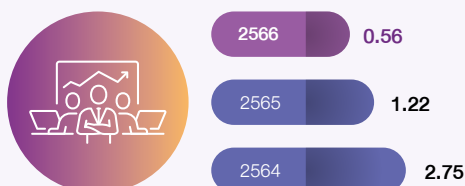
Net Profit Margin

11.89 (Percent)



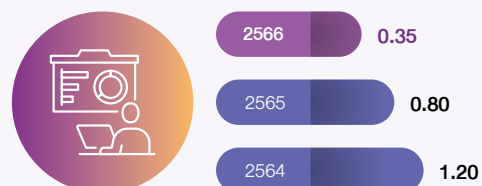
Earnings per Share

0.56 (Baht)



Cash Dividend Paid per Share

0.35 (Baht)



Board of Directors



1 | Asst.Prof.Dr. Somporn
Harnphanich, M.D.
Chairman of the Board of Director

2 | Prof.Dr. Chalerm Harnphanich, M.D.
Director

3 | Ms. Pornluck Harnphanich, M.D.
Director

4 | Mr. Kantaporn Harnphanich
Director

5 | Ms. Pornsuda Harnphanich
Director

6 | Mr. Phinij Harnphanich
Director



7 | Mr. Surapant
Taweewikayakarn, M.D.
Director

8 | Mr. Voravee Kiatinityomsak
Director

9 | Assoc.Prof. Virach
Aphimeteetamrong, Ph.D.
Independent Director

10 | Mr. Siripong Sombutsiri
Independent Director

11 | Prof. Piphob Veraphong
Independent Director

12 | Mr. Thawat Suntrajarn, M.D.
Independent Director

December 31, 2023

01

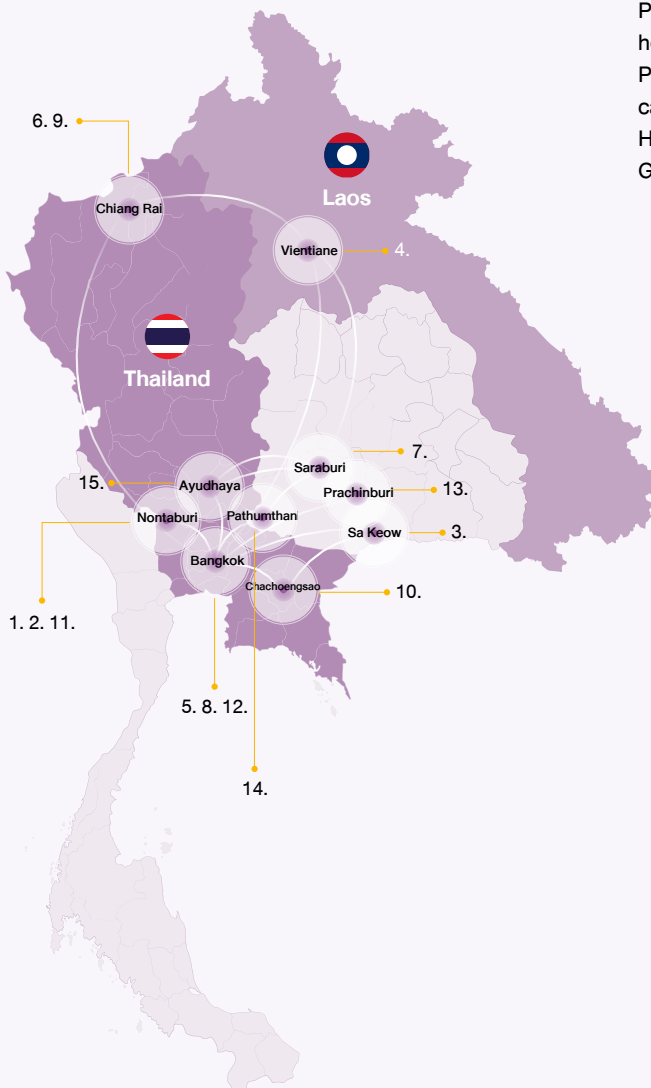
Business Operations and Performance



1. Structure and Operations of the Corporate Group

1.1 Policies and the Overview of Business

Bangkok Chain Hospital Public Company Limited (the “Company”) was established on November 24, 1993, which was a restructuring from the original entity that had been managing Kasemrad Hospital since 1984. This reorganization was aimed at forming a private hospital group. The Company has since continuously expanded its hospital business, emerging as a leader in the healthcare services sector and a major provider under the Social Security Scheme. The Company went public, listing on the Stock Exchange of Thailand on November 10, 2004, with an initial registered capital of 950 million baht. Since then, it has progressively increased its registered capital, which currently stands at 2,493.75 million baht.



Presently, the Company and its subsidiaries operate a total of 15 private hospitals and two polyclinics, spread across Thailand and the Lao People's Democratic Republic. These facilities are grouped under four categories: (1) World Medical Hospital Group, (2) Kasemrad International Hospital Group, (3) Kasemrad Hospital Group, and (4) Karunvej Hospital Group. The details of these branches are as follows:



World Medical Hospital Group

1. World Medical Hospital



Kasemrad International Hospital Group

2. Kasemrad International Hospital Rattanaibeth
3. Kasemrad International Hospital Aranyaprathet
4. Kasemrad International Hospital Vientiane



Kasemrad Hospital Group

5. Kasemrad Hospital Bangkai
6. Kasemrad Hospital Sriburin
7. Kasemrad Hospital Saraburi
- Kasemrad Medical and Dental Clinic Saraburi
8. Kasemrad Hospital Prachachuen
9. Kasemrad Hospital Maesai
- Kasemrad Sriburin Chiang Saen Clinic
10. Kasemrad Hospital Chachoengsao
11. Kasemrad Hospital Rattanaibeth
12. Kasemrad Hospital Ramkhamhaeng
13. Kasemrad Hospital Prachinburi



Karunvej Hospital Group

14. Karunvej Pathumthani Hospital
15. Karunvej Ayudhaya Hospital

Company Highlights



15 hospitals

Spanning across nine provinces in Thailand and one city in Lao PDR



2,254 beds

Licensed bed capacity:



24,240 patients per day

Service capacity:



606 exam rooms



1,015,884 individuals

Insured persons in Social Security Scheme 2023 (as of December 16, 2023)



1,542,150 individuals

The quota of insured person under the Social Security Scheme of 2023 amounted to



40 Years

of hospital management experience since 1984



Advanced

medical tools and equipment:



International Standard from Joint Commission International : JCI

4 hospitals



Health Institute Accreditation Healthcare Accreditation : HA

10 hospitals



Company Accreditation and Awards



- Received the SET ESG Ratings at AA level in 2023 by the Stock Exchange of Thailand



- Received an excellent rating (5-star symbol) in the 2023 Corporate Governance Rating (CGR) of Listed Companies



- Renewed for the second time in the Thai Private Sector Collective Action Against Corruption (CAC) project.



- Corporate credit rating at "A" level with a "Stable" outlook by TRIS Rating.



- Ranked in ESG100 1 of 100 listed companies with outstanding business practices in environmental, social and governance from ThaiPat Institute



- Received 100 percent score from the 2023 AGM Checklist, a quality assessment of the Annual General Meeting of Shareholders by the Thai Investors Association

Company Accreditation and Awards



- Received Certificate of Sustainability Disclosure Recognition in 2023 from Thaipat Institute



- THAILAND TOP CEO OF THE YEAR 2023 Healthcare industry category by BUSINESS + magazine, in collaboration with Thammasat Business School



- Kasemrad Hospital Sriburin received the best hospital award in 2023 from Social Security Office



- World Medical Hospital received excellent health check-up award in the Allianz Ayudhya Hospital Service Event organized by Allianz Ayudhya Assurance PCL.



- Kasemrad Hospital Ramkhamhaeng, as the third hospital in the network, achieved international standard accreditation from Joint Commission International (JCI).



- Kasemrad Hospital Prachachuen achieved international standard accreditation from Joint Commission International (JCI), the fourth hospital in the network.

1.1.1 Vision, Mission, and Corporate Values

Vision



Mission



We are committed to providing trusted health services, aiming to make our hospital the first choice for patients.



We focus on nurturing our personnel to be capable and responsible in their roles and towards patients.



In collaboration with business partners, we strive to enhance various aspects of efficiency for shared success.



Our management practices are anchored in professionalism and good governance, fostering positive relationships within society and communities.

Values



1.1.2 Significant Changes and Developments in the Past three Years

2021

January

- Kasemrad Hospital Prachinburi officially commenced operations.
- Kasemrad Hospital Bangkae, Kasemrad Hospital Prachachuen, Kasemrad International Hospital Rattanatibeth, and World Medical Hospital, in collaboration with the Medical Service Department, initiated proactive COVID-19 screening services in the Bangkok area.

February

- Kasemrad Hospital Prachachuen inaugurated its Regenerative Medicine Center, later expanding this service to other branches within the network.
- Kasemrad International Hospital Aranyaprathet, in collaboration with the Ministry of Labour, started offering COVID-19 screening services to foreign workers for work permit applications.

March

- Kasemrad Hospital Bangkae inaugurated its Regenerative Medicine Center.

April

- The Company and its network hospitals introduced special ward services (Hospitel) to support COVID-19 patients.
- A memorandum of understanding was signed with The Viriyah Insurance Public Company Limited, establishing the exclusive "Viriyah Care by Kasemrad" health insurance plan.
- Kasemrad International Hospital Rattanatibeth joined the annual health check-up program of the Federation of Thai Industries and police officers.
- Kasemrad International Hospital Rattanatibeth officially opened its newly renovated and luxurious Emergency Department, enhancing its capacity with additional examination rooms and beds for more efficient emergency patient care.

May

- The Company and its network hospitals were allocated the first batch of 1.06 million Moderna vaccine doses by the Government Pharmaceutical Organization. These were distributed and administered to the general public from the quarter 4/2021 – the quarter 1/2022.

July

- Bangkok Chain International (Lao) Company Limited, a subsidiary managing Kasemrad International Hospital Vientiane in Lao PDR, successfully increased its registered capital by 6,600,000 shares. These shares were sold to RATCH-Lao Services Public Company Limited, a subsidiary of RATCH Group Public Company Limited, for 190 million baht.
- Kasemrad Hospital Ramkhamhaeng inaugurated its Regenerative Medicine Center.

2021

August

- Kasemrad International Hospital Vientiane officially commenced operations.

September

- The Company and its network hospitals were allocated the second batch of 1.20 million Moderna vaccine doses by the Government Pharmaceutical Organization. These were distributed and administered to the general public from the quarter 1/2022 – the quarter 3/2022.
- World Medical Hospital inaugurated its Regenerative Medicine Center.
- The Company officially launched the Kasemrad vitamin water business.

October

- The Company and its network hospitals, in collaboration with the Ministry of Labour, initiated the Factory Sandbox project. This project aimed to control the spread of COVID-19 within large export manufacturing facilities employing over 500 insured persons, covering six provinces in Thailand.

November

- The Company's corporate governance rating was elevated from “good” to “very good” in the 2021 Corporate Governance Report of Listed Companies, as assessed by the Thai Institute of Directors
- The Company also saw an upgrade in its corporate credit rating and unsubordinated and unsecured debentures from “A-” to “A”, with a stable outlook.
- The Government Pharmaceutical Organization commenced the phased delivery of the first batch of the Moderna vaccine. Consequently, the Company's network hospitals began administering the vaccine to pre-registered citizens.
- The Company and its network hospitals participated in the SHA+ (Test and Go) project, providing screening, care, and treatment services.
- The Company, in collaboration with leading national partners, was pushing Thailand to become a hub for digital assets. Plans were underway to introduce channels for accepting digital assets in exchange for medical services. This initiative aimed to accommodate foreign tourists seeking medical treatment in Thailand and also targeted the younger Thai generation.
- Kasemrad International Hospital Vientiane was licensed as the first private hospital in Lao PDR capable of providing COVID-19 screening and treatment services.

December

- Hospitals within the Kasemrad and Karunvej Hospital Groups signed contracts to provide medical services under the 2022 Social Security Program with the Social Security Office. The network hospitals were allocated an additional quota to support 0.30 million more insured person, raising the total from 1.20 million to 1.50 million insured persons.
- Kasemrad Hospital Sriburin inaugurated its Regenerative Medicine Center.

2022

January

- Kasemrad Hospital Saraburi inaugurated its Regenerative Medicine Center.

March

- Bangkok Chain Management Company Limited, a subsidiary, established the Bangkok Chain Laboratory and Pathological Clinic to provide cost-effective laboratory analysis services, reducing the dependency on external laboratory referrals for its network hospitals.
- The Company and its network hospitals participated in the "Home Care for COVID-19 Patients" program. This involved treating COVID-19 patients classified in the green category who had mild symptoms. The service was available for Social Security Scheme at all network hospitals.
- Navanakorn Medicare Company Limited., another subsidiary operating Karunvej Pathumthani Hospital, invested in two buildings. This expansion was designed to enhance out patient services and in-patient accommodation facilities, including additional parking space to improve patient convenience. The investment also aimed to elevate the hospital's brand to align with the standards of the Kasemrad Hospital Group.

April

- Kasemrad Hospital Prachachuen undertook renovations specifically for cash patients, aiming to enhance their comfort and convenience during hospital visits.

May

- Kasemrad Hospital Ramkhamhaeng inaugurated an International Diabetic Wound Center to provide holistic care, rehabilitation, and improving the quality of life for patients with diabetic wounds.

June

- World Medical Hospital, in collaboration with Nichada Thani Village, established a clinic within the village to offer medical examinations, treatments, and consultation services to residents.
- Kasemrad International Hospital Rattanaibeth upgraded its Gastro - Intestinal and Liver Center to provide comprehensive endoscopic diagnostic and treatment services for various abdominal conditions.

July

- The Company and its network hospitals discontinued the treatment services for COVID-19 patients with Social Security Scheme under the "Home Care for COVID-19 Patients" and "Hotel Care for COVID-19 Patients" programs, aligning with the government's patient treatment policies.

August

- The Company and its network hospitals participated in the "Detected, Give, End" program, treating COVID-19 patients classified in the green category. The service was available for Social Security Scheme at all network hospitals under Sections 33 and 39.
- Kasemrad International Hospital Vientiane inaugurated its Heart Center, offering comprehensive diagnostic and treatment services for heart conditions.
- Kasemrad Hospital Prachachuen was awarded the Global Health Award 2022 in the category of Heart and Vascular Service Provider of the Year in the Asia Pacific, recognized by a leading health and tourism business promotion magazine in the Asia-Pacific region.

2022

September

- The number of insured person under the Social Security Schemes and registered with the network hospitals surpassed 1,000,000. This milestone underscored the group's leadership in providing highly sought-after health services under Thailand's Social Security Scheme within the private hospital sector in Thailand.
- Kasemrad International Hospital Rattanakibeth engaged in a project to promote welfare and educational personnel for the fiscal year 2022. This collaboration with the Office of the Welfare Promotion Commission for Teachers and Educational Personnel aimed to provide special room and medication benefits to teachers and educational personnel nationwide.

October

- The Ministry of Public Health rescinded the designation of COVID-19 as a dangerous communicable disease and reclassified it as a communicable disease under surveillance, listed as number 57, effective from October 1, 2022.
- World Medical Hospital entered into a memorandum of understanding with the Libyan Embassy to provide specialized medical services to civil servants, particularly focusing on the Fertility Center.

November

- The Company's corporate credit rating and unsubordinated and unsecured debentures have been reaffirmed at an "A" level with a "stable" outlook by TRIS Ratings, reflecting its robust performance and financial stability.
- The Company was honored with the Outstanding Company Performance award for listed companies on the Stock Exchange with a market capitalization between 30 and 100 billion baht. Additionally, Prof. Dr. Chalerm Harnphanich, M.D., the Chief Executive Officer, received the Outstanding CEO award at the SET Awards 2022, an event co-hosted by the Stock Exchange of Thailand and the Money & Banking Magazine.
- Kasemrad International Hospital Vientiane celebrated its first anniversary with the "Kasem Run", a charity event in collaboration with Toon Bodyslam. The net proceeds from this event were donated to the Ministry of Public Health of the Lao People's Democratic Republic to assist underprivileged patients.
- The Company participated in the Stock Exchange of Thailand's "Care the Bear" project, underscoring its dedication to managing climate impacts and fostering sustainable business operations. This involved contributing to the reduction of greenhouse gas emissions from the Company's operations and activities.

December

- Kasemrad Vitamins and Mineral Water was honored with five packaging design awards: four from international organizations and one from a national body. These accolades include:
 - The Red Dot Award Winner 2021 for Beverage Packaging, from the Red Dot Design Award in Germany
 - The Muse Design Awards Gold Winner 2021 for Packaging Design, from the MUSE Design Awards in the United States of America;



2022

- The Marking Awards: Best Structure and Material Design 2021, from the Marking Awards (MA) in China
- The Pentawards Bronze Awards 2021 for Packaging and Design, from Pentawards in England
- The Design Excellence Award 2021, from the Design Excellence Award (DEmark) organized by the Department of International Trade Promotion, Ministry of Commerce, Thailand.
- The Company invested in a land purchase of 25 rai (4 hectares) with a total value of 350 million baht, located in Bang Sao Thong Subdistrict, Bang Sao Thong District, Samut Prakan Province. This acquisition was intended for the expansion of Kasemrad Hospital Suvarnabhumi, aiming to accommodate a broad spectrum of patients, including those covered under the Social Security Scheme.

2023

January

- Kasemrad Hospital Bangkai inaugurated its Magnetic Resonance Imaging (MRI) center to enhance the efficiency of disease diagnosis, as well as to facilitate ongoing monitoring of treatment processes.
- The Company was awarded Thailand's Top Corporate Brands 2022 in the medical category. This recognition was part of the ASEAN and Thailand's Top Corporate Brands 2022 event, hosted by Chulalongkorn University's Faculty of Commerce and Accountancy.
- World Medical Hospital, in collaboration with Kasemrad Hospital Bangkai, entered into a memorandum of understanding with the Social Security Office. This agreement focused on improving the efficiency of cardiovascular disease treatments offered to insured persons. The pilot phase of this project was scheduled from January 1 to December 31, 2023.
- Kasemrad International Hospital Rattanaibeth, Kasemrad Hospital Bangkai, and Kasemrad Hospital Prachinburi participated in the annual health check-up service project of the Federation of Thai Industries.
- Kasemrad Hospital Rattanaibeth, Karunvej Hospital Pathumthani, and Karunvej Hospital Ayudhaya were actively involved in offering proactive health check-up services. This initiative under the Social Security Program was targeted at insured persons in Nonthaburi, Pathumthani, and Ayutthaya Provinces.
- World Medical Hospital signed the contract to provide comprehensive health check-up services pre- and post-match to boxers from the Lumpinee Boxing Stadium.

February

- Kasemrad Hospital Saraburi launched the Kasemrad Medical and Dental Clinic Saraburi in Hin Kong Subdistrict, Nong Khae District to enhance the network of out-patient medical services and to improve the quality of life for the local community.
- The Company, in collaboration with Bangkok Cancer Detection and Treatment Center Company Limited, established a joint venture named "Kasemrad Ari Cancer Rangsi Raksa Center Company Limited". This venture, with a shareholding distribution of 51% and 49% respectively, is dedicated to operating a medical center specializing in cancer treatment through radiotherapy.
- The Company formed a Nomination and Remuneration Committee and extended the scope of its Risk Management Committee to include Sustainability, Governance and Risk

2023

Management Committee. This expansion aligned with the commitment to sustainable business development and adherence to principles of good corporate governance.

March

- Six affiliate hospitals within the network, namely Kasemrad Hospital Prachachuen, Kasemrad Hospital Ramkhamhaeng, Kasemrad Hospital Sriburin, Kasemrad Hospital Saraburi, Kasemrad Hospital Chachoengsao, and Karunvej Hospital Pathumthani, entered into memorandums of understanding with the Social Security Office. These agreements focused on enhancing the efficiency of treatments provided to insured persons. The range of covered medical procedures included cardiovascular disease treatments, stroke treatments, breast cancer surgeries, uterine tumor removals, and surgical removal of kidney stones or gallstones. Consequently, a total of 8 network hospitals signed the MOU.
- Kasemrad International Hospital Rattatibeth, in collaboration with Bujeong Company Limited, an expert in cosmetic surgical procedures, inaugurated a cosmetic surgery center. This center is dedicated to elevating the standards of cosmetic surgery, ensuring safety and quality through the expertise of medical specialists and the use of modern technologies and facilities.
- World Medical Hospital entered into a memorandum of understanding with Lavidia Advanced Fertility and Genetics Center Company Limited to enhance treatment quality and widen the patient base to the People's Republic of China, specifically focusing on services provided at the Anti-Aging and Infertility Treatment Center.
- Kasemrad Hospital Sriburin forged a memorandum of understanding with four private hospitals in Tachileik Subdistrict, Myanmar as part of an initiative to broaden the network for patient referrals in the border areas.
- World Medical Hospital was honored with the Excellent Health Check-Up Award at the Allianz Ayudhya Hospital Service Awards, organized by Allianz Ayudhya Assurance Public Company Limited. This award was a testament to the high-quality health check services provided to customers and the hospital's commitment to ensuring utmost customer satisfaction.
- The network hospitals successfully renewed their certifications for hospital quality processes at the 23rd HA National Forum. This event was organized by the Healthcare Accreditation Institute (Public Organization).
- Kasemrad Hospital Saraburi hosted presentations of quality work at the annual CQI and Innovation contest. This event aimed to foster employee creativity and enhance the efficiency of work processes.

April

- Kasemrad International Hospital Rattatibeth participated in the annual health check service project of the Federation of Thai Industries. This initiative covers police officers in the central region and employees of the Electricity and Waterworks Authorities.
- Together with The Viriyah Insurance Public Company Limited, the Company and its network hospitals introduced an exclusive health insurance plan named "V-Delight and V-Deluxe Care by Kasemrad". This plan was designed to enhance access to medical services at network hospitals.

May

- The Social Security Office revised the basic capitation rate for insured persons to 1,808 baht, an increase from the previous rate of 1,640 baht. This new rate has become effective from May 1, 2023.

2023

June

- Prof. Dr. Chalerm Harnphanich, M.D., the Chief Executive Officer, was honored with the THAILAND TOP CEO OF THE YEAR 2023 award in the health service industry category. This accolade was presented by BUSINESS+ magazine, in collaboration with Thammasat Business School.
- The Company has been recognized as one of the ESG100 securities group companies with distinguished performance in environmental, social, and governance aspects. This is the sixth consecutive year it has received this distinction from the Thaipat Institute.

July

- Kasemrad Hospital Prachinburi inaugurated a new Health Checkup and Occupational Medicine Center.
- The Social Security Office extended its cooperative project aimed at enhancing the effectiveness of treatments for five complex diseases. This extension applied to insured persons and was effective from July 1 to December 31, 2023.
- Kasemrad International Hospital Rattanakibeth launched its Gastro - Intestinal and Liver Center, featuring state-of-the-art technologies for both diagnostic and treatment procedures. This center also focuses on minimizing the risk of complications and reducing patients' recovery time, officially started operations on July 3, 2023.
- The Company invested in acquiring land in front of Kasemrad Hospital Rattanakibeth. The land, measuring 61.8 square wah (247.2 square meters) and valued at 15.5 million baht, was intended to facilitate future expansion of the hospital.

August

- Kasemrad Hospital Rattanakibeth entered into a memorandum of understanding with the Social Security Office to enhance treatment efficiency for insured persons, specifically in kidney stone or gallstone removal surgeries. This agreement has led to a total of nine network hospitals signing the MOU.
- The Company signed a memorandum of understanding with Generali Life Assurance (Thailand) Public Company Limited for the "Smart Family and Mom" project to provide personal accident insurance coverage for pregnant women receiving care at network hospitals.
- Bangkok Chain International (Lao) Company Limited, the subsidiary operating Kasemrad International Hospital Vientiane in Lao PDR, resolved to increase its registered capital by 279,400,000,000 kip, equivalent to 481,965,000 baht. This capital boost was intended to enhance operational liquidity and facilitate the repayment of long-term loans in baht.

September

- Kasemrad Hospital Sriburin was awarded the first prize of "Favorite Hospitals of 2023" for the category covering insured persons between 50,001 to 100,000 by the Social Security Office. This award underscored the hospital's commitment to maintaining medical standards and ensuring high levels of patient satisfaction.
- World Medical Hospital signed a memorandum of understanding with SENERA Senior Wellness Company Limited, a subsidiary of JAS Asset Public Company Limited. This partnership focuses on providing comprehensive medical management for elderly care under the Senera Senior Wellness project in Bang Bua Thong, Nonthaburi Province.
- Kasemrad Hospital Ramkhamhaeng, in collaboration with Bujeong Company Limited, established its second cosmetic surgery center in response to the growing demand for

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safe and standard-compliant cosmetic surgery services.

- Kasemrad Hospital Sriburin formalized an academic collaboration with the Faculty of Nursing at Chiang Rai Rajabhat University. This memorandum aimed to foster the production of high-quality nursing graduates through academic cooperation.

October

- Kasemrad Hospital Prachachuen participated in the "Save the Heart of (Little) Children across the Mekong" project. This project was a collaborative effort involving the Thai Red Cross Society, the Pediatric Cardiac Surgery Foundation, the Embassy in Vientiane, and the Ministry of Public Health of the Lao People's Democratic Republic, providing heart surgery services for pediatric patients.
- Kasemrad Hospital Ramkhamhaeng was accredited by the Joint Commission International (JCI), an achievement that reflected the hospital's adherence to medical standards in management and service provision as well as respecting patient rights, ultimately benefiting patient care outcomes.
- The Company was awarded an "excellent" 5-star rating in the 2023 Corporate Governance Rating of Listed Companies from the Thai Institute of Directors (IOD).

November

- The Company also achieved the SET ESG Ratings sustainability rating at the AA level in 2023, as conferred by the Stock Exchange of Thailand.
- The Company was assigned a corporate credit rating of "A" with a stable outlook by TRIS Rating.
- Kasemrad International Hospital Rattanaibeth entered into a memorandum of understanding with the Social Security Office. This agreement focused on enhancing the quality and efficiency of cardiovascular surgeries for insured persons, resulting in a total of 10 network hospitals signing the MOU.
- Kasemrad Hospital Saraburi launched a Chemotherapy Unit, dedicated to providing comprehensive treatment for cancer patients undergoing chemotherapy.

December

- Prof. Dr. Chalerm Harnphanich, M.D., the Chief Executive Officer, received a CAC certificate for the second time at the CAC National Conference 2023, under the Thai Private Sector Collective Action Against Corruption (Thai CAC) project.
- Ms. Pornsuda Harnphanich, the Chief Financial Officer, was honored with the Sustainability Disclosure Recognition at the 2023 Sustainability Disclosure Awards ceremony. This award aimed to promote operational information dissemination among listed companies and business organizations that are members of the Sustainability Disclosure Community.
- The Company was selected by the Stock Exchange of Thailand to be included in the calculation of the SETESG index for the first time, starting from January 2024.

1.1.3 The use of fundraising

In 2023, the Company did not engage in any fundraising activities through the issuance of equity or debt instruments.

1.1.4 Obligations that the Company Pledges in the Securities Offering Registration Statement

The Company has not made any commitments in the securities offering form.

1.1.5 Company Details

Company Name	:	Bangkok Chain Hospital Public Company Limited
Business Type	:	Operating private hospitals under the names World Medical Hospital (“WMC”); Kasemrad International Hospital (“KIH”); Kasemrad Hospital (“KH”); and Karunvej Hospital (“KV”)
Head Office Address	:	44 Moo 4, Chaengwattana Road, Pakkred Subdistrict, Pakkred District, Nonthaburi Province.
Registered Capital	:	2,493.75 million baht, with the amount of 2,493.75 million baht fully issued and paid-up. The capital is divided into 2,493.75 million common shares, each with a par value of 1.
Company Registration Number	:	0107547000401
Company Website	:	www.bangkokchainhospital.com
Telephone	:	02-836-9999, Call Center 1218
Fax	:	02-106-4858
Email	:	info@bangkokchainhospital.com



1.2 Overview of Business Operations

1.2.1 Revenue Structure

The Company primarily operates private hospitals. As of December 31, 2023, the Company's revenue proportion was divided as follows:

Revenue structure divided by types of patients

Unit: million baht

Revenue Structure	2023		2022		2021	
Revenue from General Patients	7,868.68	66.52%	12,522.28	66.22%	18,160.92	84.35%
Revenue from Social Security Patients	3,860.28	32.63%	6,304.39	33.34%	3,243.93	15.07%
Other Revenue ^{1/}	100.94	0.85%	83.63	0.44%	124.55	0.58%
Total Revenue	11,829.90	100.00%	18,910.30	100.00%	21,529.40	100.00%

Note: ^{1/} excluding interest Income

1.2.2 Product Information

(1) Characteristics of Products and Services

1. Forms of Products and Services

The Company categorizes its products and services in the following manner:

1.1 World Medical Hospital Group (WMC)

- This group caters to general patients, including both Thai and international patients.
- It offers tertiary medical services, which involve highly complex medical procedures. Additionally, the group operates specialized medical centers utilizing modern technologies, such as centers for sleep apnea treatment, infertility treatment, and diabetic wound center. These services cater to patients referred from within the network hospitals and other partner hospitals nationwide.

1.2 Kasemrad International Hospital Group (KIH)

- This group caters to general patients, including both Thai and international patients.
- It provides secondary medical services and certain tertiary services. Examples include neurology and stroke centers, as well as orthopedic and joint surgery centers.

1.3 Kasemrad Hospital Group (KH)

- The group serves both general patients and those under Social Security Scheme.
- It offers secondary medical services and some tertiary services, such as Heart Center and Imaging Center.

Kasemrad Medical Center (KHMC) operates as a specialized center for tertiary care, offering highly complex medical services. It caters to patients referred from the Kasemrad Hospital Group, Karunvej Hospital Group, and other partner hospitals nationwide. The center includes specialized medical units like:

- Heart Center
- Cath Lab Center
- Lasik and Eye Center
- Imaging Center
- Cancer Center
- Diabetic Wound Center

Kasemrad Community Clinic (KCC) represents the Company's community clinic division. It includes polyclinics offering primary and secondary medical services (out-patient services) in Chiang Saen District, Chiang Rai Province, and the Kasemrad Medical and Dental Clinic Saraburi in Hin Kong Subdistrict, Nong Khae District, Saraburi Province. Additionally, the Company provides primary care clinic services in Nichada Thani Village, Nonthaburi Province, and at the National Science and Technology Development Agency (NSTDA) in Pathumthani Province.

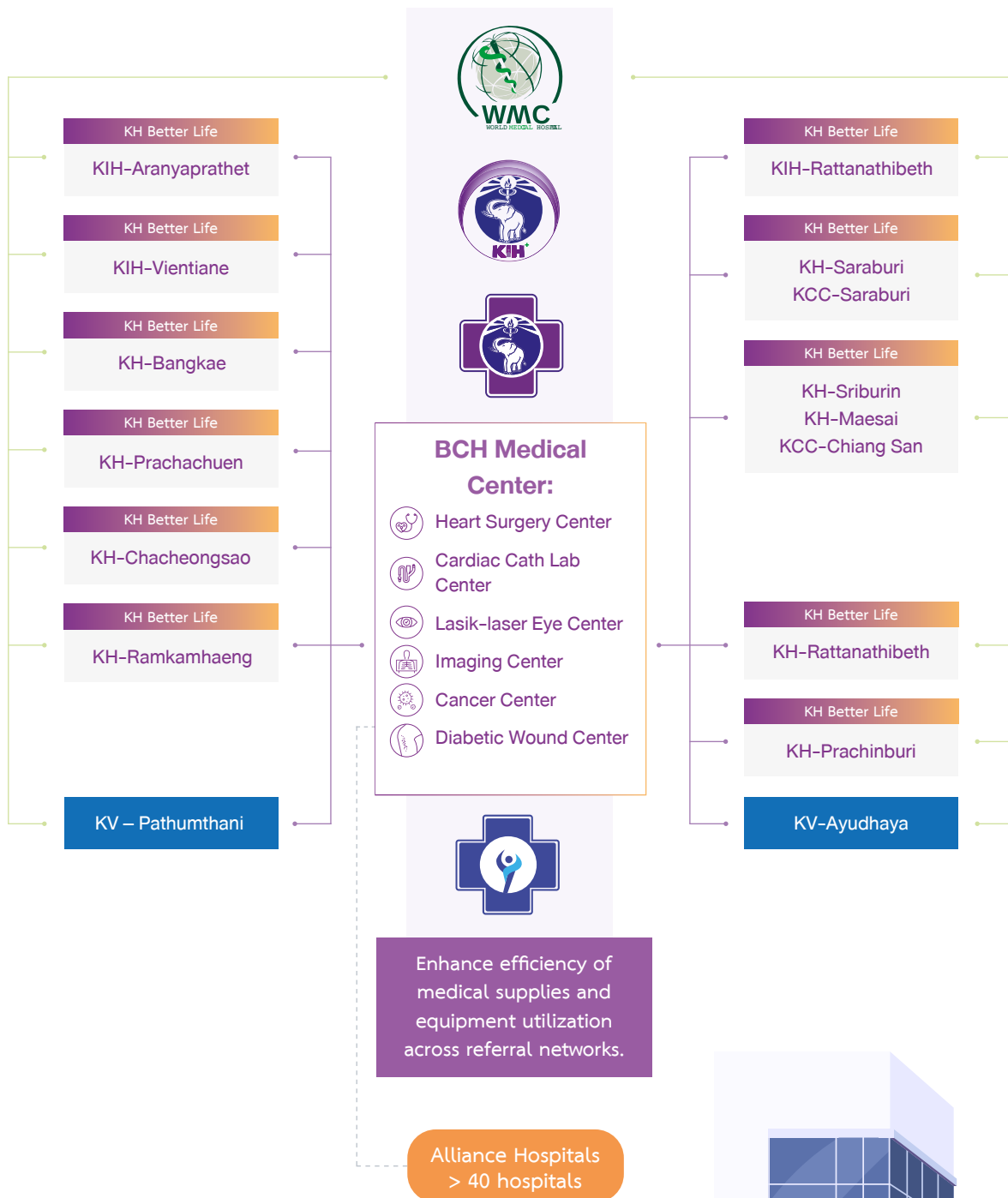
Kasemrad Better Life (KH Better Life) is a center dedicated to health enhancement and alternative medical services, including:

- Aesthetics Center
- Dental Center
- Cosmetic Surgery Center (Kasemrad Plastic Surgery: KPS)
- Wellness Center
- Traditional Thai Medicine Center
- Traditional Chinese Medicine Center
- Regenerative Medicine Center
- Kasemrad Plastic Surgery Center by Bujeong

1.4 Karunvej Hospital Group (KV)

- This group caters to general patients as well as those under Social Security Scheme, offering secondary medical services.

Patient referral network within the group



Service Capability

Details on examination rooms and beds for out-patients and in-patients in 15 network hospitals and 2 polyclinics are as follows:

Hospital	Healthcare Accreditation	Out-patients	In-patients
		Examination room	Licensed bed capacity
World Medical Hospital	JCI	84	150
Kasemrad International Hospital Rattanatibeth	JCI, HA III	41	133
Kasemrad International Hospital Aranyaprathet	-	44	51
Kasemrad International Hospital Vientiane	-	43	110
Kasemrad Hospital Bangkake	HA III	60	311
Kasemrad Hospital Sriburin	HA III	40	120
Kasemrad Hospital Saraburi	HA III	38	200
- Kasemrad Medical and Dental Clinic Saraburi	-	2	-
Kasemrad Hospital Prachachuen	JCI, HA III	55	371
Kasemrad Hospital Maesai	-	14	30
- Kasemrad Sriburin Chiang Saen Clinic	-	13	-
Kasemrad Hospital Chachoengsao	HA III	32	100
Kasemrad Hospital Rattanatibeth	HA III	18	119
Kasemrad Hospital Ramkhamhaeng	JCI, HA II	39	139
Kasemrad Hospital Prachinburi	-	55	115
Karunvej Pathumthani Hospital	HA III	22	200
Karunvej Ayudhaya Hospital	HA II	6	105
Total		606	2,254

2. Scope of Medical Services

The hospital group employs full-time and consultant physicians for the examination and treatment of various diseases in both general and specialized fields, as follows:

General and Specialized Medical Treatment Centers



Internal Medicine Clinic: It offers a range of specialties in addition to general internal medicine. The Company has also established a comprehensive medical service center to provide integrated services and convenience for patients.

- Internal Medicine for Respiratory Diseases
- Internal Medicine for Neurology
- Internal Medicine for Arthritis & Rheumatology
- Internal Medicine for Infectious Diseases
- Internal Medicine for Hematology
- Internal Medicine for Gastrointestinal Diseases
- Internal Medicine for Pulmonary Diseases
- Diabetes Center
- Wellness Center
- Hemodialysis Center
- Rehabilitation Center of COVID-19 Patients



Surgical Department: The Company has established specialized surgical centers equipped with advanced medical technologies, such as laparoscopic surgery.

- General Surgery
- Neurosurgery
- Gastrointestinal Surgery
- Spine Surgery Center
- Plastic (Cosmetic) Surgery
- Pediatric Surgery
- Cardiovascular Surgery



Obstetrics and Gynecology Department: In addition to providing antenatal care and childbirth services, the Company has established a Women's Health Center. This center specializes in health care services for women, including menopause clinic, infertility clinic, women's oncology and cancer clinic, and gynecological laparoscopic surgery clinic.



Pediatrics Department: The Company provides specialized pediatric care with pediatricians in various sub-specialties, including:

- Newborn Pediatrics
- Pediatric Respiratory Diseases
- Pediatric Infectious Diseases
- Pediatric Psychology
- Pediatric Development

Other Specialized Medical Centers



Orthopedic Department: It offers care for muscles, ligaments, bones, and joints. It provides various bone and joint surgeries, including procedures using an arthroscope for hip and knee replacement surgeries.



Ear, Nose and Throat Department: It provides both medical and general surgical treatments, such as tonsillectomies, specialized treatments for snoring, and laser treatments for vocal cord adjustment to modify voice pitch.

Other Specialized Medical Centers



Lasik and Eye Center: It offers laser treatments for diabetic retinopathy, retinal tears, and glaucoma. Services include computerized eyesight measurement, intraocular lens replacement surgeries for glaucoma, and LASIK surgeries for correcting nearsightedness, farsightedness, and astigmatism. The center also functions as a referral hub, similar to the Heart Center.



Infertility Treatment Center: This is a comprehensive center equipped with modern assisted reproductive technologies, high-standard laboratories, and a team of medical experts specializing in infertility treatment.



Heart Center and Cardiac Catheterization Center: These centers offer a full range of diagnostic and treatment services for heart diseases, including cardiac catheterization and open-heart surgery. Services are provided at several locations, including Kasemrad Hospital Prachachuen, Kasemrad Hospital Bangkai, Kasemrad Hospital Sriburin, World Medical Hospital, Kasemrad International Hospital Rattana Tibeth, Kasemrad Hospital Ramkhamhaeng, Kasemrad Hospital Chachoengsao, Kasemrad International Hospital Vientiane, and Kasemrad International Hospital Aranyaprathet.



Diabetic Wound Care Center: Professional care is provided by a highly experienced team of medical specialists for diabetic wounds, infected wounds, and chronic wounds. The center utilizes modern treatment technologies like Versajet debridement for hydrosurgery, Hyperbaric Oxygen Therapy, and Ultra Sonic tissue debridement. It is equipped with facilities specifically designed for the effective and appropriate treatment of individual diabetic patients.



Cancer Center: The center offers comprehensive services from screening and diagnosis to chemotherapy, managed by specialists and a medical support team. This includes the Kasemrad Ari Radiotherapy Cancer Center Clinic in Nonthaburi Province, providing cancer treatment with radiotherapy, and serving as a referral center for general patients and those under Social Security Scheme.



HIFU (High-Intensity Focused Ultrasound) Treatment Center: This center offers treatment for malignant tumors, uterine fibroids, and provides services for liver and pancreatic cancer, as well as other solid cancers.

Health and Beauty Rehabilitation Medical Centers



Alternative Medical Center: This center offers alternative treatments for health restoration, including Regenerative Medicine Center, Traditional Thai Medicine Center, and Traditional Chinese Medicine Center.



Aesthetics Center: Led by a team of expert medical professionals, this center uses laser technology for treating various skin abnormalities such as acne, melasma, freckles, skin tightening, under-eye bag removal, and laser-assisted double eyelid surgery.



Comprehensive Wellness Center: It offers a variety of health check-up packages tailored to different lifestyles and age groups, including packages that do not require fasting.



Cosmetic Surgery Center: The center is staffed by a team of highly skilled and experienced plastic surgeons.



Comprehensive Dental Center: It provides a full range of dental services with a team of specialized experts.

- Pediatric Dentistry
- Prosthetic Dentistry (Dentures)
- Root Canal Treatment
- Dental Implants
- Aesthetic Dentistry: It offers various services to meet customer needs, including Veneers, White Smile Laser teeth whitening, Orthodontics, Crystal Implants, and Fang Creation.



Kasemrad Plastic Surgery By Bujeong Center: It features a team of specialized and experienced doctors in surgery and medical procedures. This service is a collaboration between Kasemrad Hospital and Bujeong Company Limited, available at Kasemrad International Hospital Rattanakibeth and Kasemrad Hospital Ramkhamhaeng.

Other Medical Departments and Support Services



Psychiatry Department: It offers consultations and treatment for psychiatric illnesses, stress, behavioral control issues, and emotional and mental problems for both children and adults.



Forensic Department: It conducts autopsies to determine causes of death.



Intensive Care Unit (ICU): This dedicated area is staffed by experienced doctors and nurses and equipped with modern tools and regular checks for accuracy in treatments and diagnoses. Isolation rooms for infectious patients are also included.



Cardiac Care Unit (CCU): It is equipped with modern medical facilities and technologies.



Emergency Department: It provides 24-hour services for emergency accident patients, staffed by doctors and medical personnel.



Central Sterile Supply Department: It ensures medical tools and equipment are sterile.

Other Medical Departments and Support Services



Medical Record Department: The Company maintains patient data in a computerized system for convenient access by patients and doctors, aiding in future diagnosis and treatment. It utilizes an air duct document delivery system for efficiency.



Laboratory Department: This department conducts analyses of blood, urine, feces, tissue samples, pathology, anatomical pathology, and cytopathology to aid in diagnosis and treatment follow-up. Utilizing high-tech, internationally-standardized equipment and tools, the department also functions as a blood bank, providing reserves for emergency treatments, supported by the Thai Red Cross Society.



Radiology Department: It specializes in disease diagnosis using radiological and sonographic technologies. This includes general X-rays, digital fluoroscopy X-rays, ultrasound mammograms, and CT scans. The high-tech equipment enhances diagnostic precision and treatment monitoring. Additionally, the department has established an MRI service center and X-Ray Single Plane/ Bi Plane machines for 3D diagnostics and treatment of neurological and cerebrovascular conditions.



Physical Therapy Center: It comprises a team of medical professionals and physical therapists, equipped with modern rehabilitation tools. They focus on restoring patients' abilities to their optimal level with minimal disability. Technologies such as rehabilitation robots are employed alongside health promotion programs like hydrotherapy, suitable for children, pregnant women, and the elderly.



Nutrition and Dietetics Department: This department is responsible for preparing patient meals in line with medical treatments, maintaining quality, cleanliness, and hygiene standards. Additionally, nutritionists are available to provide dietary consultations to patients and their families, tailoring advice to align with medical treatments.



Ambulance: The Company maintains a fleet of well equipped ambulances, staffed by trained personnel ready to provide patient care during transit. These ambulances are available around the clock for emergency medical services.



Mobile Check-up: The service is operated by Kasemrad International Hospital Rattanatibeth, Kasemrad Hospital Bangkai, Kasemrad Hospital Saraburi, Kasemrad Hospital Sriburi, Kasemrad Hospital Prachinburi, Kasemrad Hospital Ramkhamhaeng, Kasemrad Hospital Chachoengsao, and Kasemrad International Hospital Vientiane. Mobile Check-up is equipped with medical tools for health screenings, including blood analysis, chest x-rays, ultrasound, E.K.G., hearing tests, vision tests, and automated corneal curvature measurements. It provides a convenient alternative for workplace health screenings, eliminating the need for employees to visit the hospital for these services.

3. Dedicated Training Center for Doctors and Medical Personnel

The hospital groups under the Company offer training programs to doctors and medical personnel both within its network and externally. These programs help broaden the Company's recognition and contribute to the development of its own personnel.

3.1 Aesthetics Center: It offers training in laser treatment techniques for doctors both within and outside the hospital network.

3.2 Heart Center: It provides various training courses for medical personnel both within and outside the hospital network, including:

- Critical Cardiac Care Training (CCCT) for nurses
- Advanced Cardiac Life Support (ACLS) and Pediatric Advanced Life Support (PALS Provider Course)
- Pediatric Critical Cardiac Care Training (PCCT) for nurses
- Concise Cardiology

3.3 X-ray and Diagnostic Imaging Center: It conducts training courses for medical personnel both within and outside the hospital network, such as Comprehensive CTA Coronary Artery course.

3.4 Practical Training Courses: These include Advanced Cardiovascular Life Support (ACLS) for nurses, Basic Life Support (BLS) for staff, and the Pediatric Advanced Life Support (PALS Provider Course).

3.5 Other Training Programs: These cover various topics, such as drug management in the workplace, caring for patients with suicidal tendencies and self-harm prevention in hospitals.



(2) Marketing and Competitive Environment

(a) Last Year's Marketing Policies for Key Products and Services

During the past few years, countries worldwide have grappled with the COVID-19 pandemic, leading to stringent disease control measures to prevent and manage its spread. However, in 2023, the situation progressively improved, allowing for a gradual return to normality in business operations and daily life. The reopening of borders between Thailand and neighboring countries, along with governmental economic stimulus policies like visa exemptions and extended stays for tourists from specific countries, led to an increase in tourist arrivals in Thailand. This positively impacted various economic sectors, notably service businesses like tourism, wholesale-retail, and healthcare. The healthcare sector, in particular, witnessed a resurgence of both local and international patients, including health tourists, who trust Thailand's healthcare quality and value.

The Company and its network hospitals have continuously revised their operational strategies to provide efficient and timely medical services, aligning with government directives. This has resulted in sustained operational success and increased brand recognition among a broader customer base. Additionally, the Company focuses on expanding hospitals and specialty medical centers into areas with high potential, catering to the diverse needs of both local and international patients.

Moreover, the Company and its network hospitals have set forth competitive strategies as follows:

Competitive Strategies

1. Operating as a Hospital Group and Building Partnerships for Enhanced Service Efficiency

The Company operates in the form of a hospital group with a total of 15 hospitals and 2 polyclinics, catering to a diverse customer base. Furthermore, the Company has established specialized medical centers providing diagnostic services not only to its network hospitals but also to patients from over 40 partner hospitals nationwide. These centers provide tertiary medical services for referred patients like Heart Center and Cardiac Catheterization Center, Lasik and Eye Center, Imaging Center, Cancer Center, and Diabetic Wound Care Center.

The Company charges reasonable fees for services provided to patients referred from partner hospitals, ensuring prompt treatment and surgeries. This not only increases the Company's revenue but also ensures efficient utilization of various medical tools and equipment.

2. Revenue from Diverse Customer Base and Consistent Revenue from the Social Security Fund Program

The Company's strategy of offering medical services to a wide array of customer groups, including general clients and those under government programs, results in a robust and stable revenue structure. A significant portion of the revenue comes from services provided to the Social Security Fund Program. The Social Security Office covers patient costs as per legal and governmental policies. This approach allows the Company to effectively utilize its medical resources, including medical and nursing staff, medical equipment, and patient beds.

3. Administration and Management

The Company adopts a group-based hospital management policy, utilizing a unified approach from the corporate level to ensure consistent management across all hospital branches. Beyond this group-wide policy, the Company has also embraced a knowledge-sharing strategy in management. This approach allows each hospital within the network to benefit from the effective management practices of others, leading to optimal outcomes. Additionally, the Company's top executives play a significant role in national healthcare administration, including holding the position of President of the Private Hospital Association. This involvement provides them with extensive experience in hospital administration.

The Company employs a flexible organizational management style. This adaptability enables the Company to efficiently respond to shifts in economic and social conditions. Examples of this approach include joining as a healthcare provider under the Social Security Act in 1992, establishing specialized medical centers to reduce patient referral costs to other hospitals, and expanding revenue streams by serving as a high-level medical facility (Supra Contractor). The Company's timely collaboration with the government in providing COVID-19 related medical services and the continual improvement of service efficiency across its hospital network through flexible management has contributed to the Company's sustained growth and responsiveness to changing circumstances.

4. Medical Specialists and Support Team

As of December 31, 2023, the Company's network of 15 hospitals is well-equipped with specialized medical professionals across various fields, including 1,885 doctors. The hospitals are staffed with 3,010 nurses and assistant nurses trained in relevant specialties, and 2,306 operational and medical support staff.

5. Doctor and Personnel Training

The Company consistently organizes training sessions for doctors and nurses, both internally within its hospital network and through external educational institutions.

6. Advanced Medical Equipment and Tools

The Company is committed to equipping its facilities with high-tech and efficient medical tools and equipment, enhancing the accuracy and precision in disease treatment and diagnosis.

7. Service Quality Standards

Recognizing the importance of service quality, the Company continually strives for improvement. It adheres to the Hospital Accreditation standard, which is the highest standard of service, and meets the international standards set by the Joint Commission International (JCI).

Additionally, Key Performance Indicators (KPIs) are utilized to assess service quality, focusing primarily on patient needs and satisfaction. The Company also advocates the use of information technology systems to streamline patient services, enabling faster and more efficient care, and to provide beneficial communication and information post-service.

Characteristics of the Company's Customers

1. General Customer Group

1.1 General Patients: This group comprises individuals who independently seek hospital services, including both Thai and foreign nationals. These patients are entirely responsible for their medical expenses. Typically, they are health-conscious and seek quality healthcare and good quality of life. The hospital caters to this demand by offering alternative medical center services.

1.2 Corporate Contract Group: This includes employees or officials from various organizations whose employers have healthcare contracts with the hospital. These agreements provide medical benefits to employees and their families, with services accessible under specific terms. Additionally, this group covers insurance company clients, where the insurer has an agreement with the hospital to cover medical expenses, including treatments under the Third Party Insurance Act. The hospital generally bills the contracting companies directly as per the agreement terms.

1.3 Compensation Fund Group: This service caters to employees from various companies or factories under the compensation fund's conditions, primarily addressing work-related injuries. The hospital manages claims and reimbursements from the compensation fund for these cases.

1.4 Civil Servant Medical Welfare Project Group: This is a government-provided welfare scheme for civil servants and their families, covering both out-patient and in-patient services in all government hospitals. Recently, this welfare has extended to include private hospitals, offering more accessible and convenient service options and reducing congestion in government hospitals. The Comptroller General's Department pays the hospital for medical expenses on behalf of the civil servants. Network hospitals participate in this scheme in response to the welfare expansion, aiding the Company in constantly expanding its customer base within the civil servant segment, aided by the hospitals' strategic locations.

2. Social Security Scheme

The Social Security Fund Program Group comprises employees from various establishments who contribute monthly to the Social Security Fund. These customers are entitled to medical services when ill, at their chosen hospitals, under certain conditions and at no cost as stipulated by the Social Security Act B.E. 2535 (1992). The Social Security Office, under the Ministry of Labour, bears the medical costs on behalf of the insured persons in a lump-sum arrangement for general out-patient cases, and payments for in-patients are based on the severity of the illness. All eight Kasemrad Group hospitals and two Karunvej Hospitals participate in this scheme.

Moreover, the Company has designated Kasemrad Hospital Prachachuen, Kasemrad Hospital Bangkai, Kasemrad Hospital Sriburin, Kasemrad Hospital Ramkhamhaeng, World Medical Hospital, and Kasemrad International Hospital Rattanaibeth as referral centers for comprehensive heart disease treatment. Treatment and corrective eye surgery using laser technology are provided at Kasemrad Hospital Prachachuen and World Medical Hospital. Furthermore, Kasemrad Hospital Sriburin, World Medical Hospital, Kasemrad Hospital Ramkhamhaeng, Kasemrad International Hospital Rattanaibeth, Kasemrad Hospital Chachoengsao, and Kasemrad International Hospital Aranyaprathet also have MRI Center for receiving patient referrals from partner hospitals under the Social Security Fund Program.

The hospital's customer base is diverse, with each group having unique characteristics. The hospital group, therefore, provides various tailored services to meet the specific needs of each consumer segment, aiming to enhance its service expansion potential and operational efficiency.

Service Provision

In addition to offering comprehensive medical services across all specialties, the Company also proposes a diverse and continuous range of services beyond general medical care. These holistic services include health check-ups and disease prevention, rehabilitative and physical therapy services, and specialized patient consultations. Additionally, organizing special events for targeted groups on various occasions helps the Company to grow its customer base and contributes to a portion of the hospital's revenue. Moreover, the Company has a marketing strategy to offer targeted medical services tailored to individual patient needs, enhancing service quality and patient satisfaction for those who regularly utilize hospitals in the network.

Medical Treatment Pricing Policy

For general customers, contractual clients, and those under the compensation fund, the Company sets prices primarily based on costs to ensure fairness to consumers and offers group-specific discounts. The medical fees charged to patients are allocated to the treating physicians as per the agreed rates. The Company also establishes payment terms with members and contractual partners. Importantly, the Company avoids price competition with its rivals. Additionally, it employs a pricing policy aligned with the income levels of its target demographic, ensuring competitiveness with other private hospitals in the same vicinity. Customers consider medical expenses in relation to the quality of services received and the proficiency of the hospital's medical professionals.

For specific treatments like surgeries, childbirth, and annual health check-ups, the Company has instituted all-inclusive package pricing. This approach simplifies expense management for customers and aids in their decision-making, providing a clear understanding of the expected medical costs.

For customers under Social Security Fund Program, the Social Security Office under the Ministry of Labour is responsible for disbursing payments for medical services and treatments for the insured persons to the hospital. This includes several reimbursement mechanisms:

- (1) Flat-rate Medical Service Fees: These are paid based on the number of insured persons registered to utilize services at network hospitals.
- (2) Outlier Reimbursement Schedule (ORS): This applies to in-patient medical services for diseases with exceptionally high treatment costs, such as heart surgery, cancer, diabetes, and expensive medical supplies.
- (3) Risk-adjusted Medical Service Rates: This involves reimbursements for out-patient treatments for 26 chronic diseases.
- (4) Adjusted Relative Weight Rates: This is for in-patient treatments where the relative weight value, adjusted based on the length of stay, is greater than or equal to 2.
- (5) Collaborative Medical Services with the Social Security Office: This is targeted at 5 groups of diseases: cardiovascular disease, stroke, breast cancer, myomectomy, and kidney and gall bladder stone.
- (6) Dental services and the health check-up program at the hospital and through mobile health check-ups.

The funds for items (2) to (4) depend on the service burden incurred, as budgeted and conditioned by the Social Security Office. Additionally, item (5) represents a pilot project initiated by the Social Security Office starting January 1, 2023, with a review for renewal every 6 months. Furthermore, item (6) the fund reimbursement for dental services depends on the actual service but not more than 900 baht per insured person per year.

Sales and Distribution Channels

The Company operates a network of 15 patient-serving hospitals, strategically located across diverse areas. There are seven hospitals in Bangkok and its suburbs, seven in other provinces, one in Lao PDR, one polyclinic in Chiang Saen, Chiang Rai Province, and one in Nong Khae District, Saraburi Province.

Key distribution channels include functioning as a higher-level medical facility (Supra Contractor) to facilitate patient referrals from local clinics, general private hospitals, and government hospital partners referring patients under the Social Security program.



- (1) Kasemrad Hospital Prachachuen, Kasemrad Hospital Bangkai, Kasemrad Hospital Sriburi, Kasemrad Hospital Ramkhamhaeng, World Medical Hospital, and Kasemrad International Hospital Rattanaibeth serve as referral centers for heart surgeries. Specifically, Kasemrad Hospital Prachachuen, Kasemrad Hospital Bangkai, and Kasemrad Hospital Sriburi are registered with the Social Security Office as referral bases for heart diagnosis and surgery for patients under the Social Security Scheme.



- (2) Kasemrad Prachachuen Hospital and World Medical Hospital serve as referral centers and specialize in vision correction surgeries using laser technology.



- (3) Kasemrad International Hospital Rattanaibeth, Kasemrad Hospital Sriburi, Kasemrad Hospital Chachoengsao, Kasemrad Hospital Bangkai, Kasemrad Hospital Ramkhamhaeng, Kasemrad International Hospital Aranyaprathet, World Medical Hospital, and Kasemrad International Hospital Vientiane serve as centers for advanced diagnostic imaging (MRI or CT Scan) for both network hospitals and partner hospitals.

Moreover, the location of each branch of the Company's hospitals is strategically situated in community areas, along major roads, ensuring easy access and travel. The buildings stand out architecturally, emphasizing a setting that provides an inviting atmosphere. The interiors are meticulously designed to be both clean and aesthetically pleasing, with a well-planned layout of the usable space to enhance comfort and leave a lasting impression on patients receiving treatment. These locations are in areas identified as underserved in terms of medical facilities relative to the local population, making them accessible distribution channels for consumers. Additionally, the hospital offers a mobile health check-up service, providing a convenient health screening option for employees at their workplaces.

Promotional Strategies

Even though the private hospital industry faces restrictions in advertising and promotional activities, regulated by professional bodies like the Medical Council of Thailand and subject to legislation in regard to advertising such as the Health Facility Act B.E. 2541 (1998) and the Consumer Protection Act, competition has intensified. Hospitals increasingly vie for market shares both domestically and internationally. Therefore, the hospital group has endeavored to organize activities that are both attractive to customers and compliant with the various regulations.

(b) Market Dynamics and Competitive Landscape

Industry Trends and Future Competitive Outlook

The private hospital sector is increasingly characterized by group-based competition, as hospitals have formed alliances for efficient cost and resource management, enhancing their competitiveness for both domestic and international patients.

In the long term, private hospitals are expected to see robust growth, supported by an increasing demand for health-related services. This demand is driven by heightened health awareness and the rising prevalence of complex diseases, particularly as Thailand becomes an aging society. Consumers increasingly seek medical services that are not only of high standards but also conveniently accessible. Additionally, the sector is witnessing competition in medical equipment, tools, and new innovations, especially in Health-Tech, including applications and products related to health care. Areas like telemedicine are gaining prominence in the medical industry. This scenario presents private hospitals with opportunities to enhance service efficiency and explore new avenues for providing comprehensive health care to patients.

Competitive Landscape and Capabilities

Each branch of our hospital network faces competition from medical facilities within a 20 kilometer radius, as well as from reputable hospitals beyond this area that have earned special trust from patients. However, our hospital group holds several competitive advantages:

1. Our hospitals are staffed with highly skilled and specialized medical professionals who are well-recognized and respected in their fields.
2. We provide a range of services that extend beyond standard medical care, including comprehensive additional services.
3. Our hospitals are equipped with a wide array of medical tools and equipment. We have a substantial number of examination rooms and beds, designed to comfortably accommodate both out-patients and in-patients. Our facilities are also notable for their clean, aesthetically pleasing interiors. The well-planned layout is aimed for the convenience.
4. Situated in community hubs and easily accessible areas, our hospitals are well-positioned to attract patients. This accessibility also makes our hospitals attractive workplaces for talented medical professionals.
5. We strategically set our medical treatment prices to align with the income levels of our target customer groups, ensuring affordability while remaining competitive in the market.

Challenges in Operating a Private Hospital Business

1. There is a deficiency in the number of medical professionals who are both skilled and renowned in their fields. This creates a competitive environment where private hospitals vie for such personnel through attractive compensation packages. This scarcity of expert medical staff is a significant constraint in the industry.
2. Private hospitals require substantial investment, particularly in medical equipment and tools, and also need considerable working capital for medicines, medical supplies, and consumables. Effective financial planning is therefore crucial for the business operations.
3. When dealing with serious illnesses, patients tend to prioritize the capability and reputation of medical professionals over other factors. Consequently, new private hospitals must invest time in developing their quality of service and building a trustworthy reputation to attract and retain patients.
4. Fluctuating health care regulations significantly impact smaller or newly established private hospitals.
5. Private hospitals must adhere strictly to the Ministry of Health's notifications on advertising, as outlined in the Health Facility Act B.E. 2541 (1998). These regulations limit the scope and nature of the advertising of health-related products and services.
6. Amendments in the regulations set by the Medical Council of Thailand can have a significant impact on both current and future business operations.

(3) Product or Service Procurement

Operating as a hospital group provides the Company with significant advantages in terms of economies of scale in purchasing, as well as efficient inventory management. This is facilitated by a centralized purchasing department responsible for procuring drugs, medical supplies, and equipment for all hospitals in the group. Such a consolidated approach to procurement increases the volume of purchases compared to individual hospital purchases, thereby enhancing the Company's bargaining power in terms of pricing and trade conditions with suppliers. Consequently, the Company benefits from increased discounts compared to the purchasing contracts of individual hospitals. Additionally, the Company adopts a policy of inter-hospital borrowing of medical equipment, medications, medical supplies, blood, and blood components. This strategy ensures optimal resource utilization and minimizes the issue of stock expiration. Moreover, to modernize and streamline its operations, the Company has established a subsidiary, Health Chain Innotech Company Limited. This subsidiary focuses on developing software systems for the group's hospitals, aiming to upgrade system capabilities, facilitate data integration with other operational systems, and reduce reliance on external companies.



(4) Assets Utilized in Business Operations

The assets used in the business operations, valued at their net book value as of December 31, 2023, are detailed as follows:

4.1 Land, Building, and Equipment

Details on the Company's obligations in key assets for business operation, as of December 31, 2023, are as follows:

List of Assets	Ownership Type	Net Book Value (in million baht)	Obligation
1. Land and Buildings			
1.1 Bangkok Chain Hospital Public Company Limited			
1.1.1 Kasemrad Hospital Prachachuen			
- Land (5-2-31.9 rai)	Owner	165.00	-None-
- 12-storey hospital building	Owner	94.52	-None-
1.1.2 Kasemrad Hospital Bangkae			
- Land (8-1-47 rai)	Owner	232.81	-None-
- 5-storey hospital building			
- 14-storey hospital building			
- 5-storey hospital building	Owner	184.95	-None-
- 2-storey plaza building			
- 5-storey dormitory			
1.1.3 World Medical Hospital			
- Land (7-1-10 rai)	Owner	208.96	-None-
- 21-storey hospital building with 2-storey underground			
- 4-storey office building	Owner	1,370.01	-None-
- 3-storey parking building			
1.1.4 Kasemrad Hospital Rattanaibeth			
- Land (8-3-6 rai)	Owner	409.00	-None-
- Land (61.8 square wah)	Owner	15.45	-None-
- 7-storey hospital building			
- 7-storey dormitory and parking building	Owner	280.18	-None-
1.1.5 Kasemrad Hospital Ramkhamhaeng			
- Land (8-0-84 rai)	Owner	163.19	-None-
- 6-storey hospital building with 1-storey underground	Owner	301.12	-None-
1.1.6 Kasemrad International Hospital Aranyaprathet			
- Land (16-1-10 rai)	Owner	53.70	-None-
- 5-storey hospital building			
- 1-storey laundry building	Owner	458.00	-None-
- 1-storey dormitory			

List of Assets	Ownership Type	Net Book Value (in million baht)	Obligation
1.1.7 Kasemrad Hospital Suvarnabhumi - Land (25-0-0 rai)	Owner	350.00	-None-
1.2 Rattanatibeth General Hospital Company Limited			
1.2.1 Kasemrad International Hospital Rattanatibeth			
- Land (8-3-94.4 rai)	Owner	653.65	-None-
- 10-storey hospital building			
- 5-storey hospital buiding with parking	Owner	273.86	-None-
- 2 dormitories			
1.3 Saraburi Watchakit Company Limited			
1.3.1 Kasemrad Hospital Saraburi			
- Land (6-0-24 rai)	Owner	65.33	-None-
- 12-storey hospital building with 1-storey underground			
- 6-storey dormitory	Owner	136.05	-None-
1.4 Sriburin Hospital Company Limited			
1.4.1 Kasemrad Hospital Sriburin			
- Land (26-2-44.3 rai)	Owner	85.76	-None-
- 5-storey hospital building			
- 3-storey office building and canteen			
- 3-storey nurse dormitory			
- MRI building			
- Karunvej building	Owner	172.92	-None-
1.4.2 Kasemrad Hospital Maesai			
- Land (4-1-12.2 rai)	Owner	69.00	-None-
- 3-storey hospital building	Owner	43.64	-None-
1.4.3 Kasemrad Sriburin Chiang Saen Clinic			
- Land (9-2-24 rai)	Owner	10.82	-None-
- 1-storey hospital building	Owner	28.64	-None-
1.4.4 Kasemrad Hospital Chiang Khong			
- Land (9-0-25 rai)	Owner	37.30	-None-

List of Assets	Ownership Type	Net Book Value (in million baht)	Obligation
1.5 Navanakorn Medicare Company Limited			
1.5.1 Karunvej Pathumthani Hospital			
- Land (3-2-97 rai)	Owner	56.51	-None-
- 8-storey nurse dormitory			
- 13-storey hospital building and parking	Owner	439.41	-None-
- 3-storey multipurpose building			
- 8-storey dormitory			
1.5.2 Karunvej Ayudhaya Hospital			
- Land (7-1-98 rai)	Owner	65.48	-None-
- 5-storey hospital building	Owner	65.40	-None-
1.6 Sothon Vejchakit Company Limited			
1.6.1 Kasemrad Hospital Chachoengsao			
- Land (7-2-88 rai)	Owner	94.92	-None-
- 9-storey hospital building	Owner	289.04	-None-
1.6.2 Kasemrad Hospital Prachinburi			
- Land (10-1-75 rai)	Owner	72.00	-None-
- 8-storey hospital building			
- 1-storey laundry building	Owner	437.46	-None-
1.7 Bangkok Chain Management Company Limited			
- Land in Aranyaprathet District, Sa Kaeo province (2-3-50 rai)	Owner	9.49	-None-
- Analytical and Laboratory Center	Owner	18.31	-None-
1.8 Bangkok Chain International (Lao) Company Limited			
- Right to use land in Vientiaen, Lao DPR (16-3-54 rai)	Owner	126.66	-None-
- 7-storey hospital building			
- 5-storey dormitory			
- 1-storey plaza building	Owner	360.42	-None-
- 1-storey ancillary building			
- 1-storey wastewater treatment building			
Total land and buildings		8,098.97	
2. Tools and equipment	Owner	2,516.43	-None-
3. Office supplies, furniture and computers	Owner	207.19	-None-
4. vehicles	Owner	34.77	-None-
5. Asset under construction	Owner	168.39	-None-
Total land, buildings, and equipment - net		11,186.75	

4.2 Investment Property

Details on the Company's obligations in Investment property, as of December 31, 2023, are as follows:

List of Assets	Ownership Type	Net Book Value (in million baht)	Obligation
1. Land			
1.1 Bangkok Chain Hospital Public Company Limited			
1.1.1 Pakkred District, Nonthaburi Province			
- Land (2-3-92 rai)	Owner	209.80	-None-
1.1.2 Pattaya City, Chonburi Province			
- Land (15-1-79.7)	Owner	306.81	-None-
Total investment property		516.61	

4.3 Right-of-Use Assets

Details on the Company's right-of-use asset, as of December 31, 2023, are as follows:

Assets	Contracting Party	Objectives	Rental Period/ Expiration Year	Net Book Value (in million baht)	Obligation
Land	Bangkok Chain Hospital Pub Co., Ltd. (Tenant) and Mrs. Tassanee Buaiam (Lessor)	Used as a parking lot at Kasemrad Hospital Prachachuen	3 years/ 2024 (From August 1, 2021)	0.84	The Companys has to pay a monthly rental fee of 0.12 million baht
	Bangkok Chain Hospital Pub Co., Ltd. (Tenant) and Mrs. Manakorn Chuerattanakorn (Lessor)	Used as a parking lot at Kasemrad Hospital Ramkhamhaeng	6 years/ 2028 (from August 1, 2022)	12.71	The Company has to make an initial payment of 0.80 million baht and pay a monthly rental fee of 0.21 million baht
Building	Bangkok Chain Hospital Pub Co., Ltd. (Tenant) Nichada Property Co., Ltd. (Lessor)	Used as a clinic at Nichada Thani Village	3 years/ 2025 (From June 1, 2022)	0.73	The Companys has to pay a monthly rental fee of 0.04 million baht
Total rental rights				14.28	








4.4 Goodwill

As of December 31, 2023, the Company and its subsidiaries recognized goodwill arising from external investment acquisitions aimed at restructuring business operations within the group. This goodwill, totaling 329.38 million baht, was acquired from entities including Rattanatibeth General Hospital Company Limited, Saraburi Watchakit Company Limited, Sriburin Hospital Company Limited, Navanakorn Medicare Company Limited, and Sothon Vejchakit Company Limited. The Company modified its accounting policy for goodwill from January 1, 2008 onwards, deciding against goodwill amortization and opting instead for regular impairment reviews at each fiscal period end.

4.5 Intangible Assets

As of December 31, 2023, the Company and its subsidiaries had net intangible assets valued at 110.52 million baht, predominantly composed of computer programs utilized in hospital operations. These assets are amortized over an expected economic benefit period of three to ten years, following a straight-line method, and the associated expenses are recorded in the profit and loss statement.

Additionally, the Company has registered several service marks with the Department of Intellectual Property, Ministry of Commerce, as detailed below:

Service Mark	Type	Registration Number	Coverage Period
	Hospital	๒24581	Registered on May 24, 2004, renewed on August 6, 2014, expiring on May 23, 2024
	Hospital	181126286	Registered on April 4, 2017, expiring on April 3, 2027
	Hospital	๒71288	Registered on December 23, 2013, renewed on September 29, 2023, expiring on September 28, 2033
	Hospital	181127112	Registered on April 4, 2017, expiring on April 3, 2027
	Hospital	181119913	Registered on December 23, 2013, renewed on September 29, 2023, expiring on September 28, 2033
	Beverage	231129673	Registered on November 7, 2022, expiring on November 6, 2032
	Medical Service	-	The applications for these service mark registrations are completed and are currently pending approval from Department of Intellectual Property, Ministry of Commerce.

4.6 Investment Policy in Subsidiaries:

As of December 31, 2023, the Company had made significant investments in its subsidiaries. It holds a controlling interest or owns more than 50 percent of the shares in 9 companies. The total investment value, calculated using the cost method, is approximately 2,977.46 billion baht. This represents about 12.91 percent of the total assets of the Company. The subsidiaries and their respective shareholdings are as follows:

Subsidiary	Shareholding Ratio (%)	Business Type
Rattanatibeth General Hospital Co., Ltd.	72.73	Kasemrad International Hospital Rattanatibeth
Saraburi Watchakit Co., Ltd.	59.92	Kasemrad Hospital Saraburi Kasemrad Medical and Dental Clinic Saraburi
Sriburin Hospital Co., Ltd.	93.67	Kasemrad Hospital Sriburin Kasemrad Hospital Maesai Kasemrad Sriburin Chiang Saen Clinic
Navanakorn Medicare Co., Ltd.	79.44	Karunvej Pathumthani Hospital Karunvej Ayudhaya Hospital
Sothon Vejchakit Co., Ltd.	86.29	Kasemrad Hospital Chachoengsao Kasemrad Hospital Prachinburi
Bangkok Chain Management Co., Ltd.	100.00	Health drink trading, medical scientific research and analysis services through laboratories, and real estate leasing
Bangkok Chain International (Lao) Co., Ltd.	75.24	Kasemrad International Hospital Vientiane
Kasemrad Ari Cancer Rangsi Raksa Center Co., Ltd.	51.00	Kasemrad Ari Radiotherapy Cancer Clinic
Health Chain Innotech Co., Ltd.	90.00	Manufacture and sale of ready-to-use computer programs

The Company maintains a policy of investing in subsidiaries, ensuring a minimum investment of not less than 50 percent, while actively participating in their management. Investment decisions are influenced by the economic climate, business growth, and focus on businesses or products related to hospital and health services, similar to the Company's current operations. Any investment in a subsidiary requires the approval of the Company's Board of Directors. The Company implements a management policy within these subsidiaries by assigning its representatives as directors, proportional to its shareholding, to participate in decision-making, policy formulation, and ensuring business operations align with the Board's policies.

1.3 Company Shareholding Structure:

1.3.1 Shareholding structure of the Company



As of 31 December 2023

1.3.2 Relationship with its subsidiaries:

The Company holds majority stakes in its subsidiaries, ensuring there are no person with possible conflicts of interest holding a significant share in these subsidiaries.

1.3.3 Relationship with the Major Shareholder's Business Group:

The Corporate Group does not significantly depend on or compete with the business of its major shareholders.

1.3.4 Shareholders

The list of the Company's major shareholders as of the most recent book closing date on September 1, 2023 is detailed as follows:

No.	List of shareholders	Number of shares	Percent
1	Mr. Chalerm Harnphanich	813,750,000	32.63
	Mrs. Somporn Harnphanich	169,474,741	6.80
	Ms. Pornsuda Harnphanich	87,758,421	3.52
	Ms. Pornluck Harnphanich	87,758,419	3.52
	Mr. Kantaporn Harnphanich	87,758,419	3.52
	Total	1,246,500,000	49.99
2	Thai NVDR Company Limited	219,059,571	8.78
3	Social Security Office	61,537,350	2.47
4	STATE STREET EUROPE LIMITED	42,135,660	1.69
5	K 20 Select LTF	35,050,000	1.41
6	Vibhavadi Medical Center Public Company Limited	33,000,000	1.32
7	THE BANK OF NEW YORK MELLON	25,213,169	1.01
8	Social Security Office by Talis Asset Management Company Limited	17,967,234	0.72
9	SOUTH EAST ASIA UK (TYPE C) NOMINEES LIMITED	17,551,249	0.70
10	Thai Life Insurance Public Company Limited	17,165,000	0.69
	Total	468,679,233	18.79
Total		1,715,179,233	68.78

Note: 1) Data from Thailand Securities Depository Co., Ltd.

2) The rest of shares are held by institutional investors and retail investors

As of September 1, 2023, the major shareholder group significantly influencing the Company's management policies and operations was the Harnphanich Group, holding 49.99% of the Company's shares.

1.4 Registered and Paid-Up Capital

The Company has a total registered capital of 2,493.75 million baht, divided into 2,493.75 million common shares, each with a par value of 1 baht. The issued and paid-up capital is 2,493.75 million baht.

1.5 Issuance of Other Securities

As of December 31, 2023, the Company had not issued any other securities.

1.6 Dividend Policy

The Company adheres to a dividend policy that ensures a minimum payout of 40 percent of the net profit from the separate financial statements after tax and legal reserve deductions, unless other pressing circumstances exist. Dividend distributions are ensured to not significantly affect the Company's regular operations. Factors considered in dividend distributions include the Company's performance, liquidity, business expansion plans, and other relevant management factors. Approval from shareholders and/or the Company's Board of Directors is required as appropriate for such dividend distributions.

Information on Distribution of the Dividend for the Past 5 Years:

Distribution of the Dividend for Annual Performance	2019	2020	2021	2022	2023
Earning Per Share – Consolidated (baht/share)	0.46	0.49	2.75	1.22	0.56
Earning Per Share – Separated (baht/share)	0.36	0.49	2.02	1.46	0.65
Dividend Per Share (baht/share)	0.23	0.23	1.20	0.80	0.35
Par Value (baht/share)	1.00	1.00	1.00	1.00	1.00
Dividend Payout Ratio to Net Profit (Percent)					
- For Consolidated Financial Statements	50.54	46.65	43.71	65.65	62.06
- For Separate Financial Statements	63.96	46.93	59.29	54.93	53.60

2. Risks management

2.1 Risk management policy and plan

The company recognizes the importance of effective organizational administration to drive stable growth and business expansion, maintain a secure financial position, and provide proper yield to shareholders. Attention is given to addressing risks and fostering sustainable development in environmental, social, and corporate governance.

The company has established policies and procedures for risk management to serve as a framework for best practices. This is intended to ensure that the risk management process is effective and adheres to high standards, in accordance with guidelines of good corporate governance.

Risk management framework

Risk management is an integral component of good corporate governance. In addition to supporting the Company in achieving its predefined goals, it also enables value enhancement for the Company's stakeholders.

In 2023, the Company formed the Sustainability, Governance, and Risk Management Committee consisting of 8 members. Ms. Saifon Chaimongkol is the Chairman of the Sustainability, Governance, and Risk Management Committee and is responsible for strategy formulation and assigning oversight tasks to ensure that operations comply with good corporate governance principle, are transparent and fair to all relevant units, and align with the prescribed risk management guidelines. The company mandates regular risk assessment and management. In 2023, the committee held a total of 6 meetings and presented to the Company's Board of Directors once.

Additionally, the Company has hired Dharmniti Internal Audit Co., Ltd. to conduct internal assessments. Ms. Wantanee Wongbudrod holds the position of Deputy Manager of Internal Audit 2 and serves as the Head of Internal Audit. Ms. Somruethai Hemthanon acts as the Company's representative in coordinating internal audit activities across all hospitals in the chain.

2.2 Risk factors

In 2023, the Company reviewed its key risk factors to ensure that they align with the Company's strategies and long-term goals.

Potential risks		Business operational risks	
 Environmental Dimension	<ul style="list-style-type: none"> Emerging infectious diseases risks Climate change risks 	 Social Dimension	<ul style="list-style-type: none"> Social and community risks Litigation risks
Business operational risks		Financial risks	Potential risks
 Economic and Governance Dimension	<ul style="list-style-type: none"> Risks from the government's health policies Competitive risks in private hospital business Personnel shortage risks Litigation risks Corruption risks Risks of personal data breaches Investment risks of securities holders Investment risks of foreign securities 	<ul style="list-style-type: none"> Credit risks Liquidity risks Interest rate volatility risks Foreign exchange rate volatility risks 	<ul style="list-style-type: none"> Information technology system change risks

2.2.1 Company's business operational risks

Business operational risks

(1) Risks from the government's health policies

In 2023, the company group generated service revenues in accordance with the government's health policies under social security programs which constituted approximately 32.82 percent of the hospital revenue. Therefore, changes in the government's health policies may impact the overall operations of the company group. Nevertheless, the Company's executives have closely monitored policy changes and actively participated in giving feedback on policy determination to provide valuable information to the committees in charge of considering the government's health policies. The Company's executives have also been involved as members in various committees, such as the Social Security Medical Committee, the Public Health Commission, advisors of the Labor Committee, and the Road Accident Victims Protection Committee, Department of Insurance, the Ministry of Commerce, among others. Additionally, the Company has implemented cost control policies and continuously evaluates the performance of the programs to minimize the impact on the Company's overall performances.

(2) Competitive risks in private hospital business

As the COVID-19 pandemic situation is getting better, competition in the private hospital business has intensified, returning to normal service conditions. This competition focuses on providing tertiary care, utilizing advanced service technologies and specialized medical centers based on the expertise and specialization of each hospital group in order to retain the existing patient base, as well as attracting new patients. Therefore, the company has adopted a business development policy by enhancing service excellence, providing comprehensive healthcare services, and introducing new services. These measures aim to enhance competitiveness and create new selling points for hospitals within the group. The Company also supports the provision of services and accessibility to new patient groups. In addition, the Company has implemented a centralized raw material procurement policy with a centralized purchasing system to strengthen negotiation power with suppliers and reduce the cost of medications and medical supplies for the group. This strategy enhances the Company's competitiveness in the market.

In line with the business development plan 2023, the Company has been dedicated to continuously improving the potentiality and standards of hospitals within the group through the enhancement of service areas and patient accommodation facilities in hospitals such as Kasemrad Prachachuen Hospital, Kasemrad Saraburi Hospital, and Kasemrad Chachoengsao Hospital. Moreover, the Company has fostered collaborations with various organizations to expand the customer base into new markets. These include partnership between World Medical Hospital and SENERA Senior Wellness Co., Ltd. to manage the medical aspects of the Senera Senior Wellness project at Bang Bua Thong branch, catering to the aging society in Thailand. The Company has also collaborated with Lavidia Advanced Fertility and Genetics Center Co., Ltd. to elevate the quality of healthcare and expand the patient base to the People's Republic of China. Additionally, there are partnerships with experts catering to customers in the beauty industry with the establishment of the Kasemrad Plastic Surgery (KPS) centers within two hospitals in the group which has yielded positive results. Furthermore, the Company has introduced specialized medical centers within hospitals in the group to enhance services and improve competitiveness. Ongoing studies are being conducted to explore strategic areas for potential expansion of hospital operations in the future, aiming to broaden services to cover a larger customer base.

(3) Personnel shortage risks

Regarding the nature of the healthcare service industry, which relies heavily on knowledgeable, skilled, and expert personnel in various fields such as medicine, pharmacy, nursing, and various technical roles, the shortage of quality personnel is considered one of business risks. Currently, the competition in the hospital industry is high, both in the public and private sectors. To mitigate the personnel shortage risks, the company group has established competitive remuneration rates and appropriate welfare that can compete with other entrepreneurs. Additionally, opportunities are provided for potential employees to actively participate in management, and training programs are organized continuously to enhance their knowledge. This aims to promote a sense of involvement among the personnel and contribute to the Company's business growth.

(4) Litigation risks

Currently, there is an increase in public access to information and awareness of their rights, as well as the promulgation of several new laws providing recognition for the protection of rights and benefits of consumers. This includes the Consumer Protection Act, B.E. 2551, the Establishment of the Consumer Organization Council Act, B.E. 2562, the Personal Data Protection Act, B.E. 2562. These laws facilitate consumers to pursue legal proceedings against healthcare facilities as well as medical personnel. Consequently, it increases the Company's exposure to the litigation risk arising from the provision of healthcare services.

The Company is cognizant of the aforementioned risk factors and has implemented risk management measures. This includes processes for supervision, inspection, and control of the quality and standards of medical treatments, as well as ongoing assessments of service satisfaction. Additionally, the Company is committed to enhancing service standards in accordance with HA (Hospital Accreditation) and Joint Commission International (JCI). Furthermore, the Company places importance on reporting and addressing issues when there are complaints from service users as a preventive measure and aids in minimizing legal disputes. The Company compiles legal cases for presentation to the Sustainability, Governance and Risk Management Committee and the Board of Directors to refine the administrative strategies continually and enhance service quality consistently.

In addition, the Company has legal cases filed by patients who are seeking compensation, with a total claim amounting to 305 million baht. The details of the progress are outlined in clause 26 of the notes to financial statements. Currently, the aforementioned cases are still under consideration in the court process, and the outcomes of these cases have not yet concluded. According to management's assessment, there are no anticipated damages. Therefore, the Company and affiliated companies have not recorded any provision in the financial statements.

(5) Corruption risks

The Company operates in the private hospital business and is involved with various entities, including the National Health Security Office regarding disbursement under health promotion contract agreements. It also interacts with the Social Security Office for membership registration or renewal to provide medical services to insured persons annually. Additionally, the Company also cooperates with the Healthcare Accreditation Institute and the Ministry of Natural Resources and Environment for obtaining approval on Environmental Impact Assessment (EIA) when opening new hospitals or increasing the number of registered beds. Consequently, there is a potential risk of corruption involving internal and external employees.

The Company has recognized the potential of corruption and thus established comprehensive guidelines to address various aspects. This includes the determination of anti-corruption policies demonstrating the Company's commitment to combatting corruption. Furthermore, the Company has created a manual on anti-corruption practices to delineate clear roles, responsibilities, criteria, and regulations. Effective communication and training programs are implemented for directors, executives, and employees of both the Company and its subsidiaries. This extends to its representatives, business intermediaries, product/service suppliers, contractors, or advisors associated with the Company, or acting on behalf of the Company and/or its subsidiaries.

(6) Risks of personal data breaches

The Company's business operations involve the collection and utilization of confidential and personally identifiable information, including patient data, business partners, as well as employees within the Company and affiliated hospitals. This gives rise to risks of personal data breaches stemming from internal operations, such as unauthorized access by employees, erroneous data recording, and inappropriate use of information. In the event of a personal data breach as described above, it could impact the confidence in the services provided to patients, potentially affecting the Company's reputation and image negatively on a broad scale. This may have significant repercussions on performances, financial position, and the cash flow of the Company.

The Company places significant importance on the protection of personal data and has implemented measures to safeguard it. This includes the creation of a privacy policy, obtaining consent for the collection and use of data, establishing guidelines for data security, and providing opportunities for employees and stakeholders to lodge complaints. Additionally, the Company has appointed data protection officers to oversee and maintain all personal data within the Company, offering consultation, conducting audits, and ensuring compliance with the Personal Data Protection Act, B.E. 2562 (PDPA). Moreover, the Company places paramount importance on safeguarding the rights of customers/patients and related stakeholders, ensuring that they receive appropriate treatments in accordance with relevant laws on data privacy.

(7) Social and community risks

The Company operates a total of 15 hospitals distributed in both local and international communities, establishing a strong connection and involvement with the local communities. Consequently, the Company aims to foster collaboration and support organizations and entities that play an important role in social assistance. This includes providing health check-up services to residents in the vicinity of the hospitals. Furthermore, the Company places emphasis on the health and safety of patients, communities, and stakeholders at all levels. Furthermore, the company also considers the risks associated with infectious waste disposal and various types of waste. Therefore, the Environment of Care Committee (ECC) has been established to ensure efficient environmental and safety operations. Its responsibilities include assessing issues that impact the environment and the safety of hospital staff, patients, and nearby communities. Additionally, it plans environmental risk management programs that may arise from hospital operations. It also prioritizes respecting human rights by establishing the formulation of a human rights policies based on the three pillars as recommended by the United Nations in business and human rights, namely Protect, Respect, and Remedy. Additionally, the Company has implemented a comprehensive Human Rights Due Diligence Process to thoroughly assess and address human rights aspects.

Financial risks

(8) Credit risks

Due to the diverse patient base serviced by the hospitals within the group, including those paying out-of-pocket, those utilizing rights from contracted companies or insurance firms, and patients covered under social security programs, the Company is required to manage expenses from private companies, insurance firms, and public sector entities. To mitigate such risks, the Company has policies that involve outlining treatment plans, conducting concurrent cost assessments, providing advance notice of anticipated expenses, and offering payment alternatives in installments to ease the treatment's financial burden. The Company also analyzes the creditworthiness of each of new contractual partners before proposing commercial terms and conditions. Furthermore, there are established procedures for managing and monitoring payment receipts from contracted companies, insurance firms, and public sector entities, ensuring compliance with agreed-upon conditions.

(9) Financial liquidity risks

The Company supervises the liquidity risk by maintaining an adequate level of cash and cash equivalents to meet operational needs for both the Company and its subsidiaries. Additionally, it considers the necessity of acquisition of capital in a manner that aligns with business expansion plans or investment initiatives in the future.

(10) Interest rate volatility risks

Interest rate risks arise from potential future changes in market interest rates, impacting the Company's performances and cash flow. However, the Company manages this risk by establishing an assignment of ratio of loan and appropriate fixed and variable interest rate loan for both itself and its subsidiaries. Additionally, there are monitoring and risk management practices in place, such as sourcing funds with appropriate financial costs, preparing financial budgets, and estimating and analyzing various financial ratios that may occur in the future. This ensures confidence that key financial ratios are maintained at appropriate levels.

(11) Foreign exchange rate volatility risks

As the Company operates hospitals under its group in Laos, with revenues and capital investments denominated in Laotian kip, the Company is exposed to foreign exchange rate risks due to fluctuations in the currency value influenced by economic conditions. To manage this risk appropriately, the Company implements measures to align revenues and expenses denominated in foreign currency (Natural Hedge), ensuring effective risk management.

Emerging Risk

(12) Information technology system change risks

Advancements in current information technology systems, which contribute significantly to business development, service enhancement, and improved quality of life across various sectors, including the hospital industry, also bring forth the risk of cybersecurity threats. These threats involve unauthorized access data, data theft, or data destruction to disrupt service provision. Such occurrences can impact the confidence, reputation, and image of the Company, potentially influencing its performances, financial position, and cash flow in a significant manner. The Company has managed these risks by continuously studying and elevating its IT security systems to prevent potential threats and ensuring a sustained awareness of secure technology usage among its personnel.

(13) Emerging infectious diseases risks

The changing global climate conditions, including phenomena such as global warming, flooding, droughts, wildfires, heatwaves, and various forms of air pollution, inevitably impacts the way of life and health of individuals and living organisms worldwide. These changes may serve as contributing factors to the emergence of new infectious diseases, influenced by altered lifestyles and health patterns.

Although the aforementioned situations may have positive impacts and generate revenues for companies and hospitals within the group, it could simultaneously have negative repercussions on hospital management in cases where severe health risks lead to a surge in patients beyond what the Company's public health service system can accommodate. The Company adopts risk management strategies based on experiences and expertise gained from managing the COVID-19 pandemic, including the establishment of a network of certain hotels capable of adapting their service models to function as ad hoc medical facilities in the event of emerging infectious diseases. The Company has experience in providing telemedicine and is prepared to integrate new technologies to enhance medical services for the increased convenience of patients.

(14) Climate change risks

Climate change can lead to natural disasters and natural resources shortages in various areas, with a trend towards more severe impacts. This can affect the quality of life and pose risks that may hinder the normal operations of the Company. Therefore, the Company recognizes the importance of caring for natural resources and reducing environmental impacts both directly and indirectly. Additionally, the Company conducts its business with consideration for its impacts on environment, communities, employees, partners, and stakeholders.

2.2.2 Investment risks of securities holders

With ever-changing demand and supply of the market due to various factors, securities prices are often not solely dependent on company performances. This poses a risk to securities holders, therefore, they often diversify their investments across multiple industries to spread risk and mitigate potential losses either in whole or in part.

The Company has implemented risk management measures by adhering steadfastly to the corporate governance code and sustainable business principles, ensuring fairness to all shareholders.

2.2.3 Investment risks of foreign securities

The subsidiary company of the company has invested in foreign bonds issued by the Bank of the Lao People's Democratic Republic, which are fixed-rate bonds. These bonds matured in 2023, and the company did not make any additional investments in other bond offerings. However, since these bonds are denominated in foreign currency, they may pose a risk due to exchange rate fluctuations arising from economic conditions. Therefore, the company has implemented measures to manage revenue and expenses in foreign currency to align with each other (Natural Hedge) to manage such risks appropriately.

3. Business Driving Towards Sustainability

3.1 Policy and Goal for Sustainability Management

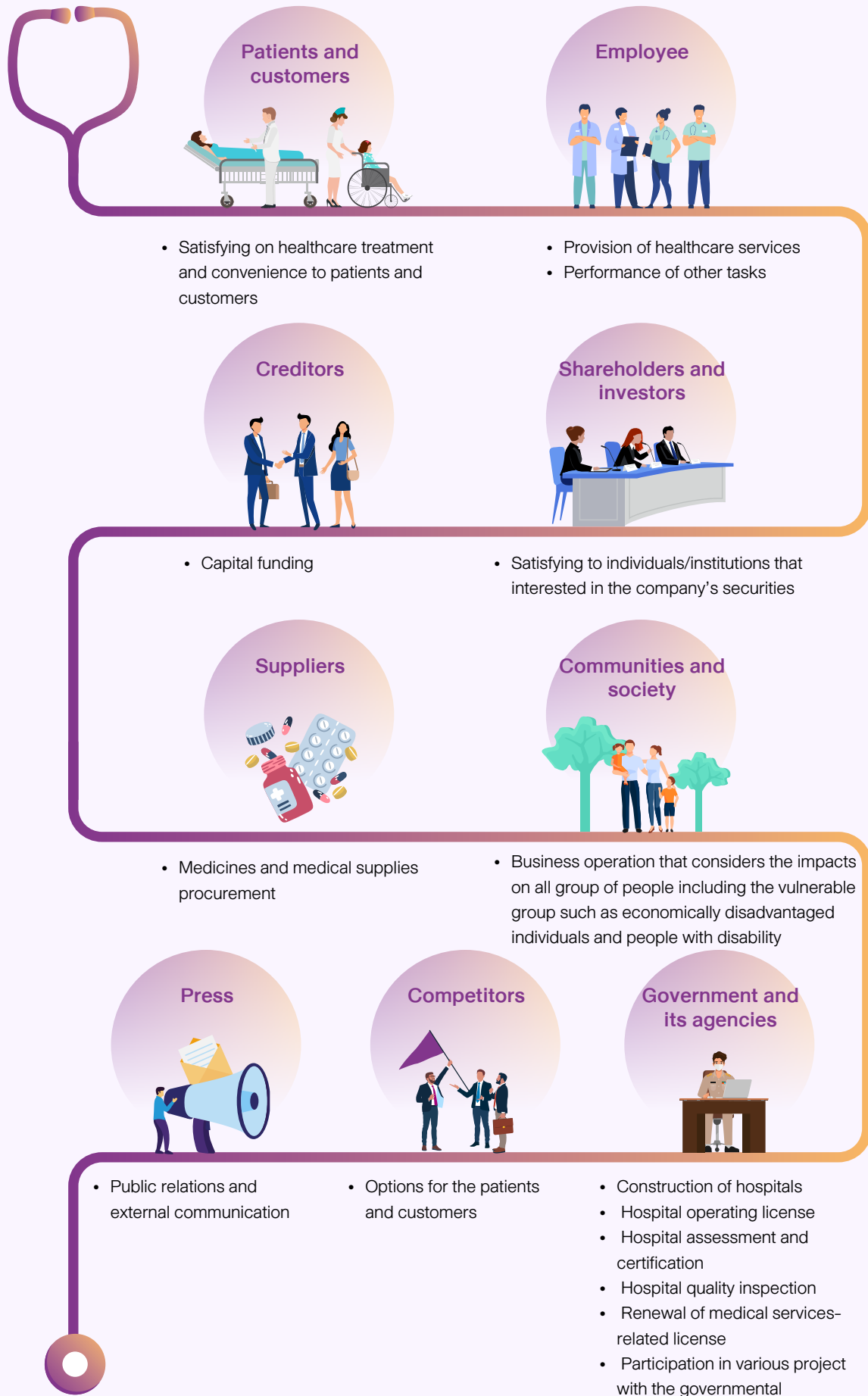
The Company is committed to conducting business according to the principles of morality, ethics, and transparency in management. For reliability, the Company focusing on creating engagement with the organization's stakeholders and having a good inspection as well as taking consideration of society and the environment to meet the business operations standards and integrate alongside sustainable development with consideration of the environmental, social, and governance dimensions. As well as committed to creating sustainable value for all stakeholders, be prepared for challenges and risks from rapidly changing situations to prevent or mitigate the impacts of business operations that may occur on the Company, community, society, and environment. As well as building confidence among all groups of stakeholders. The company therefore prepare the strategy that focuses on being one of the businesses in the hospital group and creating alliances to increase service efficiency, creating brands to cover the variety of customer groups, as well as developing medical experts and support teams for quality, and consistently standardized through the Company's strategy.

To express the intention of sustainable business operation. The Board of Directors' Meeting No. 2/2566 on 28 February 2023 appointed the Sustainability, Governance and Risk Management Committee (“Sustainability Committee”) to prepare the policy and be responsible for management, as well as following up on sustainability operations. There are 5 committee meetings in 2023, as well as encouraging employees in the organization to be aware, prioritize, and participate in integrating sustainability into operations according to the strategic plan. This will be an important driving force leading to sustainable business growth in the future.

3.2 Impact Management for Stakeholder in Business Value Chain

3.2.1 Business Value Chain

The Company has always prioritized on treating their stakeholders. The relevant stakeholders throughout the business value chain are identified and reviewed from upstream to downstream covering the main and supporting activities of the business. In addition, the Company has assessed the importance of stakeholders with 2 factors: Influence and interest on the Company to divide stakeholders into 4 groups as follow: Stakeholders to create close participation, i.e. patients and customers, employee, stakeholders to maintain satisfaction, i.e. shareholders and investors, creditors, and business partners, stakeholders to continually provide information, i.e. communities and society, government agencies, and stakeholders that need to be monitored, i.e. commercial competitors and the mass media. In conclusion, stakeholder groups and related activities can be summarized as follows:






From activities related to the Company's stakeholders, it can be summarized as follows:







3.2.2 Stakeholder in Business Value Chain Analysis

The Company has established a process to accommodate the preparation of treatment guidelines for stakeholders who may be affected or may affect the Company's operations. There is a communication strategy including open opportunities to make participation with stakeholder groups through channels for better understanding and maintain good relationships. This will be an essential part in supporting long-term sustainable business operations. The summaries of details for demands and expectations along with strategies for responding to stakeholders throughout the Company's value chain as follows:

Stakeholder	Demand, Expectation	The way to engage with Stakeholder	Respond Strategy with Stakeholder
1. Patient and Customer 	Delivery of Quality Healthcare <ul style="list-style-type: none"> Standardized medical services with safety and good code of conduct. Satisfactory from good services Correct, quick, and convenient health information. Appropriate medical service fees Data Privacy & Security <ul style="list-style-type: none"> privacy and security of patient information and treatment information 	<ul style="list-style-type: none"> Offline communication and consultation and online media (Website, Facebook, Line, Twitter) and Call center 1218 Service satisfaction survey Public relation and knowledge sharing 	<ul style="list-style-type: none"> Provide services to patients in accordance with Hospital Accreditation (HA), and certification of international standards: Joint Commission International (JCI). Open for opinions, suggestions, and complaints to improve services Organize training to provide health knowledge Assign a customer relations department to be responsible for evaluating expenses incurred, and inform patients in advance. Provide the system to securely protect patient information and treatment information.
2. Employee 	Organization & Human Resource Development <ul style="list-style-type: none"> Learning and developing skills and increase potential in accordance with business changes Being treated fairly and equally. Appropriate compensation and benefits as well as career growth opportunities Participation in activities related to the Company's operations. Occupational Health and Safety <ul style="list-style-type: none"> Management of safety and environment in working according to standards. 	<ul style="list-style-type: none"> CEO roadshow New employees' orientation. Organizing seminars and training for employees. Opening to suggestions and opinions. Communication within the organization. Employee engagement survey. 	<ul style="list-style-type: none"> Provide training, develop, and enhance work skills for employees. Listen to opinions, suggestions and understand the needs of employees. Communicate information and related policies for employees, i.e. human rights policy Providing opportunities for employees to participate in various activities. Set compensation that is appropriate to your responsibilities and provide good welfare Improving the working environment to be in accordance with the principles of occupational health and safety at work.

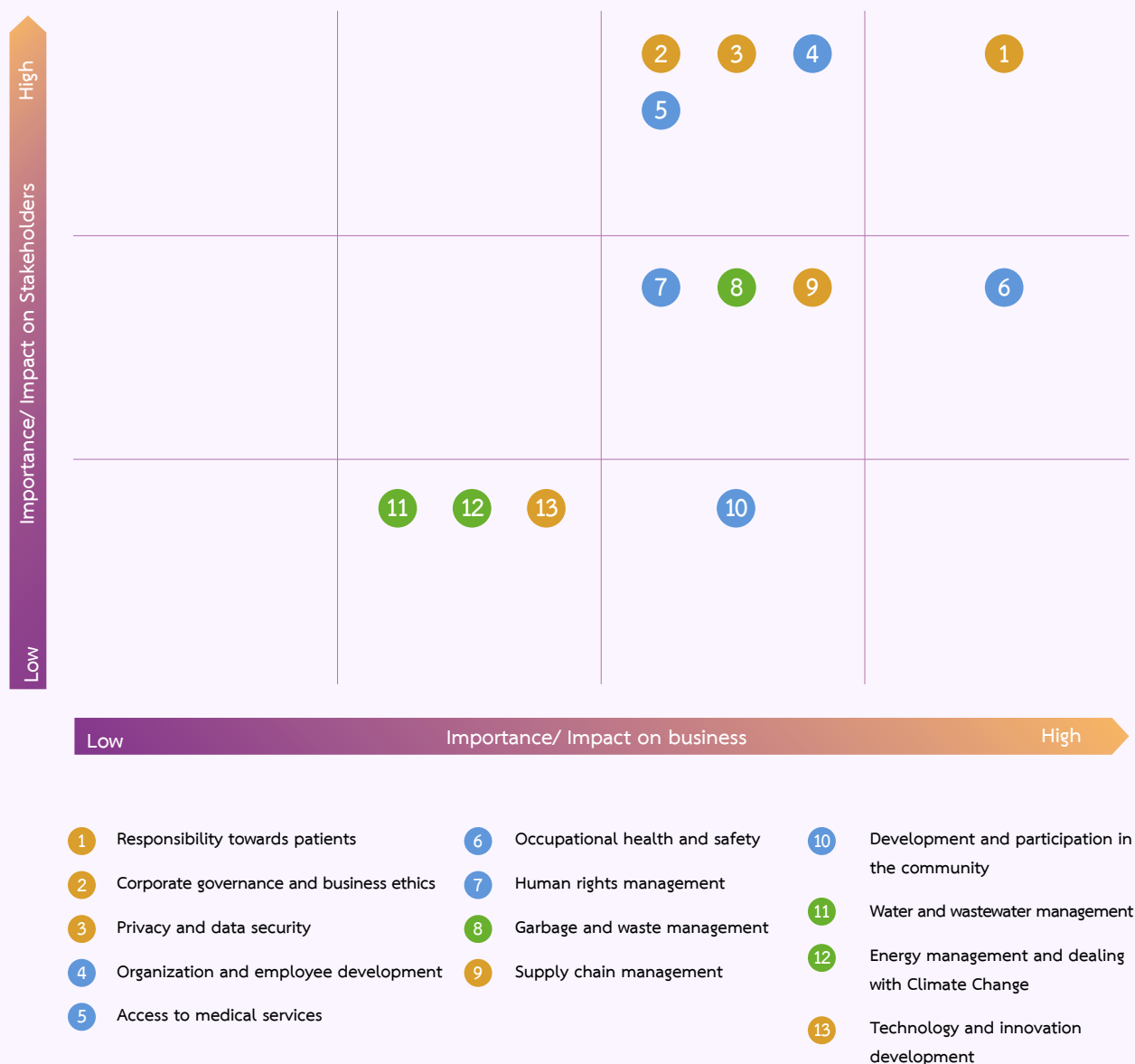
Stakeholder	Demand, Expectation	The way to engage with Stakeholder	Respond Strategy with Stakeholder
3. Shareholders and Investors 	Financial Performance <ul style="list-style-type: none"> • Good performance and business growth. • Good corporate governance and transparency • Gaining good returns and appropriate dividend payments • Receiving information related to the business in a transparent and continuous manner Environment & Social Responsibility <ul style="list-style-type: none"> • Conducting business with sustainability and continuity in mind as well as being responsible for society, community, and environment. 	<ul style="list-style-type: none"> • Organizing shareholder meeting • Organizing activities between the Company, investors, and shareholders throughout the year both online and offline i.e. Analyst Meeting, Opportunity Day, Company Visit, Conference Call, Roadshow • Disclosing complete, accurate and timely information through the Stock Exchange of Thailand and the Company website • Communication on website, telephone, email, annual report, sustainability report and management discussion and analysis. 	<ul style="list-style-type: none"> • Create good performance, pay appropriate dividends according to the Company's policy. • Formulate policies and practices to ensure the business operations are under strict, careful risk management with transparent, fair, and verifiable. • Disclose important and necessary information about the Company's operations correctly, completely, and in a timely. • Update information on the Company website to be up to date and complete. • Open to opinions and suggestions.
4. Creditor 	Financial Performance <ul style="list-style-type: none"> • Regain the principal and interest back according to the agreed upon contract conditions. • Good performance and business growth. Corporate Governance & Transparency <ul style="list-style-type: none"> • Good corporate governance with transparency management. 	<ul style="list-style-type: none"> • Disclosure of information through the Stock Exchange of Thailand. • Meeting to report performance in every quarter. • Communication on website, telephone, email, annual report. 	<ul style="list-style-type: none"> • Create good performance, repay principal and interest according to contract conditions. • Conduct business under strict, careful risk management, with transparent, fair, and traceable corporate governance. • Disclosing important and necessary information about the company's operations.
5. Business partners 	Supply Chain Management <ul style="list-style-type: none"> • Transparent and fair negotiations or agreements. • Opportunity to conduct business together in the future. Data Privacy & Security <ul style="list-style-type: none"> • Privacy and security of commercial agreements or data 	<ul style="list-style-type: none"> • Visiting, Meeting between the Company and business partner. • Meetings with partners, i.e. presenting new products and increasing knowledge in product usage. 	<ul style="list-style-type: none"> • Maintain good relationships with business partners, Disclose auction and trading information transparently and equally. • Regularly listen and exchange opinions together. • Promote partners to conduct sustainable business. • Ensure the secure protection of partners' information.

Stakeholder	Demand, Expectation	The way to engage with Stakeholder	Respond Strategy with Stakeholder
6. Communities, Society 	Environment & Social Responsibility <ul style="list-style-type: none"> Improving access to medical services to promote a good life quality. Promoting and supporting social and community activities, as well as providing knowledge about health promotion. Operations with the least impact on communities and society. Climate Change <ul style="list-style-type: none"> Proper management of climate change 	<ul style="list-style-type: none"> Opening to suggestions and opinion from community. Carrying out the activities with the community i.e. providing knowledge and promoting health, volunteer project. 	<ul style="list-style-type: none"> Affiliated hospitals provide services to insured persons under the social security program. Expanding affiliated hospitals to border areas with lack of access to medical services. Provide opportunities for the community to participate in activities or projects. Continuously support budget for community and social activities. Provide channels for listening to opinions, complaints and suggestions.
7. Government Sector 	Corporate Governance & Transparency <ul style="list-style-type: none"> Compliance with the law and regulations related. 	<ul style="list-style-type: none"> Listen and provide opinions, suggestions on government regulations and practices. 	<ul style="list-style-type: none"> Conduct business activities correctly and appropriately according to laws and regulations, and strictly follow related regulations.
8. Business competitor 	Corporate Governance & Transparency <ul style="list-style-type: none"> Conduct business under the rules of good and fair competition. 	<ul style="list-style-type: none"> Follow industry trends. 	<ul style="list-style-type: none"> Promote free trading. Treat its competitors with fair competition
9. Mass Media 	Corporate Governance & Transparency <ul style="list-style-type: none"> Gain accurate, fast and timely information equally. Provide the media with an opportunity to meet and talk with senior executives. 	<ul style="list-style-type: none"> Interviews by executives through various channels. Disclose information through the Stock Exchange of Thailand, website, telephone, email, annual report. 	<ul style="list-style-type: none"> Disclose important and necessary information about the Company's operations. Open to opinions suggestions from the media.

3.2.3 Assessing key sustainability issues

The Company has selected and evaluated issues related to business operations and consider the demands and expectations of stakeholders to prioritize sustainability operations by comparing of 2 factors including: the importance/impact of sustainability issues on business operations and importance/impact on stakeholders. In addition, the Company reviews the sustainability issues and propose to the Sustainability, Governance and Risk Management Committee. The results from the assessment for the importance of sustainability issues in 2023 can be summarized as shown in the picture below and summarize the related policies and preliminary performance of operations in the next topic. Additional details about the Company's sustainability operations are disclosed in the 2023 Sustainability Report.

Materiality Matrix



Important sustainability issues in 2023



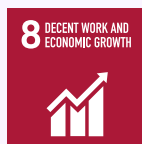
Economic sustainability

1. Responsibility towards patients.
2. Corporate governance and business ethics.
3. Privacy and data security.
9. Supply chain management.
13. Technology and innovation development



Social sustainability

4. Organization and employee development.
5. Access to medical services.
6. Occupational health and safety.
7. Human rights management.
10. Development and participation in the community.








Environmental sustainability



















8. Garbage and waste management.
11. Water and wastewater management.
12. Energy management and dealing with Climate Change.



Goals and guidelines for sustainable development of the Company.

The company prepares guidelines and goals for sustainable development in respond to the Sustainable Development Goals according to the 13 goals of the United Nations (Sustainable Development Goals: SDGs)

Sustainability Framework	Material Issue	Management Guidelines
Economic aspect	Responsibility on patients   	<ul style="list-style-type: none"> Develop potential and quality of service as well as building confidence among customers. Providing patient services according to the standards of HA and JCI.
	Corporate Governance and Business Code of Conduct. 	<ul style="list-style-type: none"> Conduct business under strict, careful risk management, with transparent, fair, and traceable corporate governance. Conduct business activities correctly and appropriately in strict accordance with relevant laws and regulations.
	Privacy and Data security. 	<ul style="list-style-type: none"> Develop the potential to protect personal information of stakeholders. Prepare guidelines for exercising rights related to personal data.
	Supply chain management.   	<ul style="list-style-type: none"> Continuously assess risks annually Develop potential and quality of service as well as building confidence among customers.
	Technology and innovation development.  	<ul style="list-style-type: none"> Promote the development of innovative medical services using technology to create business opportunities.
Social aspect	Organization and employee development    	<ul style="list-style-type: none"> Organize training to develop employees' knowledge and skills for effective work performance. Provide an appropriate remuneration and benefits and promote work progress. Creating participation of employees and stakeholders in all sectors to create sustainable value for society and participate in the community.

Sustainability Framework	Material Issue	Management Guidelines
Social aspect	Access to Medical Services   	<ul style="list-style-type: none"> Participate in providing medical service to insured persons under social security program Establish hospitals in the border areas of the country to increase access to effective medical care services.
	Occupational health and safety  	<ul style="list-style-type: none"> Raise awareness and change working behavior to create a safety culture.
	Human rights management     	<ul style="list-style-type: none"> Respect human rights, equality, non-discrimination, and diversity of individuals.
	Development and Engagement with Community   	<ul style="list-style-type: none"> Support public benefit activities for society Promote health knowledge and access to medical services for society and communities.
	Garbage and Waste Management 	<ul style="list-style-type: none"> Support the correct management of each type of waste Reduce the amount of waste from its source, i.e. changing behavior to reduce plastic usage.
Environment Aspect	Water and Wastewater Management  	<ul style="list-style-type: none"> Campaign for economical water usage
	Energy management and dealing with climate change.  	<ul style="list-style-type: none"> Organize activities to create awareness of energy conservation among employees, partners, customers/ patients Change equipment in hospitals and offices to energy-saving ones Install alternative energy that reduces energy use and reduces the creation of greenhouse gases

3.3 Sustainability Management in aspects of Economics

3.3.1 Economic policy and practices

Economic issues and business conducting under good corporate governance are among the most important sustainability dimensions that got public attention. Since it is a factor to improve the efficiency of the organization's operations to meet its goals, Increase the competitiveness of the business, and promote the Company to be accepted domestically and internationally. The Company therefore prioritize on conducting business by adhering to transparency, fairness, ethics and a good auditing system, as well as considering the respect for human rights and responsibility for all groups of stakeholders. With appropriate supply chain management and risk management, including the introduction of information technology to develop services along with maintaining security and data privacy to create satisfaction and confidence for customers. This leads to building competitiveness in the long run. The Company has an operating policy to respond to important issues in the economic dimension as follows:

(1) Service Quality and Responsibility to Consumers

The Company and its affiliated hospitals put patient safety as first priorities. Therefore, there is a process for setting policies to control the quality of health care services and operational guidelines within the organization that are consistent with national and international standards to prevent potential risks to patients and the organization. Therefore, the Company has guidelines for continuously improving and implementing quality systems in the patient care process, i.e. HA standards from the Hospital Quality Development and Accreditation Institute and international hospital quality standards JCI (Joint Commission International)

In addition, the Company has organize the customer relationship management (CRM), by prioritizing on developing the satisfaction of customers along with the commitment to provide quality, standardized, and safety, which will promote confidence and trust of customers and to maintain the Company's customer base in the long term. We also prioritize to providing accurate, detailed, and complete information regarding to services for patient understanding, prepare to provide opportunities for patients to considerate and decide before getting services, in order to maximize patients' satisfaction. At the same time, the Company has regulations for fairly marketing without propaganda and reasonable pricing.

(2) Corporate Governance and Business Code of Conduct

The Company prioritizes on conducting business with fairness in every aspect to ensure that every step of the operation is transparent, traceable, free competition, no monopoly, no intellectual property infringement. The Company has established the policy to create contracts for fair business operation with quality inspection and evaluation of satisfaction in products and services for the highest benefit of customers. Including determination for the scope of approval authority of executives in each department within a reasonable manner. There are procedures to prevent the abuse of power which may cause corruption. As well as creating a policy for reporting clues and complaints. So employees and stakeholders can report risks or provide clues about unfair practices to the Company's senior executives via letter, email or website. Details appear in the corporate governance section.

(3) Data Privacy & Security

The Company is aware of the importance of managing information which is of significantly importance to the Company's stakeholders. The Company and affiliated hospitals strictly comply with regulations or laws regarding to data protection. And encouragement to upgrade technology security measures to protect important information from cyber threats and unauthorized access to information, and continuously create

awareness of the safe usage of technology among personnel in the Company to protect the information of patients and stakeholders of the Company and increase patient confidence in getting services. As well as reducing information technology risks that may occur.

(4) Supply Chain Management

The situation of uncertainty in the economy and business sector due to internal and external factors within the country may affect to product shortages. Including rapidly change in raw materials prices. Resulting in product delivery not being as planned. This may affect the medical service business that is necessary for medicines, medical supplies, and medical equipment to help patients. Therefore, for the Company to manage and operate the business continuously amid uncertain situations. The Company need supply chain management through fair procurement process criteria along with managing relationships and the process of operation with all stakeholders through adopting a sustainable development approach that considerate of social, environmental, and corporate governance (ESG) issues to integrate as part of business operations throughout the supply chain and prioritize to the treatment of the Company's stakeholders with operational guidelines that considerate of stakeholders throughout the business value chain from upstream to downstream, which help increase opportunities, decrease risks, and raise the competitiveness of the business.

(5) Technology and Innovation Development

Technology and organizational innovation are extremely important. This is because it is an essential factor that must be continuously developed along with medical services and promote health care of customer is also a factor that increase the competitiveness of the Company. The Company is committed to developing and using technology and medical innovations to increase the good experience of medical service for patients and customers.

3.3.2 Economics Performance

The Company has continuously prioritized on operations to achieve sustainability in the economic or corporate governance dimension. Additional details appear in the corporate governance section and details about the Company's economic sustainability operations as disclosed in the 2023 Sustainability Report.



3.4 Sustainability Management in aspects of Social

3.4.1 Social Policy and Practices

Employees, partners, customers, surrounding communities and stakeholders in every sector are important resources that supports the success and achievement of the Company's. The Company is aware to the importance of fair and equitable human resources management, caring and paying attention to partners and customers, building good relationships with nearby communities, and focus on creating a better life quality in the areas where the Company operates. In addition, the Company has assessed important social issues for the organization and stakeholders consisting of personnel development, human resource management, human rights access to medical services, community engagement, as well as occupational health and safety. The Company has an operating policy to respond to important issues in the social dimension as follows:

(1) Organization and Employee development

Employees are considered as human resources that take an important role in driving the business to achieve goals and lead to sustainable success of the organization. Therefore, taking care and developing human resources is essential. It must promote both knowledge and skills, as well as efficient operations. The Company continuously promotes personnel development covering employees, directors, and executives. Details appear in the corporate governance section under the heading information about employees and under the topic of recruiting, developing, and evaluating the performance of duties of the committee.

(2) Medical Service Access

The Company understands access to convenient and quality medical services is a basic human right which is also important in the Company's business operations. So, the customer with diversity in contexts, i.e. geography, financial status, etc., can conveniently and quickly access medical services. Moreover, creating a system with easy access to medical services can also impact on good health treatment of illness and reduces the death rate of patients. The Company has a policy in operating its business to offer good and comprehensive medical services under the supervision of medical specialists in each field, skilled nurses and staff who pass regular training to develop their nursing skills are ready to provide medical service for 24 hours a day with modern medical equipment and tools. As well as providing medical information and knowledge, providing advice on disease prevention, and promoting the public to take care of and restore their health correctly.

(3) Occupational health and Safety

Occupational health and safety is one of the important issues related to the health of medical personnel, employees, and stakeholders of the organization, as well as affecting the operations of the business. Therefore, the Company is aware and prioritize to occupational health and safety to create a good culture and working environment and build confidence among relevant stakeholders in every sector. The affiliated hospitals operate and comply with national standards and health services (Hospital Accreditation): HA and international quality standards, Joint Commission International (JCI). In addition, the Company has established an occupational health and safety policy, which is essential to serve as a framework for the Company's operations regarding safety, occupational health, and the working environment. And determine the responsibility of every personnel to perform their duties.

(4) Human Rights Management

The Company recognizes and prioritizes on promoting and maintaining human rights along with conducting business according to ethical principles and good corporate governance. The Company is committed to treating all employees, patients, and customers with equality, fairness, and respect. The Company also adheres to the principle of equal treatment without considering diversities in gender, religion, culture, race, and violations of sexual rights, as well as economic status. Since the Company has business operations that involve stakeholders and diverse workforces. As well as decrease the risk of human rights violations which can lead to adverse effects on the business of the Company

(5) Development and Engagement with Community

Building a strong, sustainable society cannot be done all alone. In addition to projects initiated by the Company itself, the Company also aims to create cooperation and support to agencies and organizations that play a role in helping society to increase the opportunity to carry out activities to achieve goals and widespread benefits along with cultivating employees with the volunteer spirit, be responsible for social by providing experienced employees the opportunity to participate in social activities and be an important force in driving the Company's social activities forward and continuously.

3.4.2 Social Performance

The Company operates to achieve sustainability in the social dimension covering employees, patients, and all stakeholders inside and outside the organization through the projects, i.e. organization and employee development training, Safety training, Supporting public activities for society, Organizing activities with customers, as well as stakeholders outside the organization i.e. Insurance company network, organizing events to promote health knowledge to customers and the general public, promoting access to medical services, launching health services, organizing blood donation activities, as well as donating items and equipment to government agencies to provide services for the public benefit. There are additional details about the Company's sustainability operations in the social dimension as disclosed in the 2023 Sustainability Report.

3.5 Sustainability Management in aspects of Environment

Current climate change situation and natural resources are a national and international agenda. Since it affects the quality of life, economic development, and business operations. Therefore, the Company aware of the importance and wants to make a balance between business growth along with taking serious care of natural resources and the environment. The Company has assessed important issues in environmental sustainability for planning and manage impacts that may occur from the Company's operations. In summary, the Company's key environmental sustainability issues include garbage and waste management, water and wastewater management, and energy conservation as well as dealing with climate change. There are additional details about the Company's environmental sustainability performance as disclosed in the 2023 Sustainability Report.

3.5.1 Environment Policy and Practices

The Company operates on the basis of environmental responsibility and is committed to mitigating or reducing environmental impacts caused by human actions directly and indirectly, to create mutual benefits among employees at all levels in the organization and to demonstrate responsibility to society, communities, and stakeholders. The Company has an operating policy to respond to important issues in the environmental dimension as follows:

- Continuously raise awareness on environmental responsibilities among employees at all levels.
- Regularly spend a portion of profits on activities that contribute to environment and natural resources conservation.
- Conduct business with the least impact on social, environment, and people's life quality.
- Conduct, cooperate on or control strict compliance with legislative intent and regulations issued by regulatory agencies.

(1) Garbage and Waste Management

Waste management is one of the challenges for environmental management. The Company and its affiliated hospitals realize that the business of providing healthcare services requires a large number of consumables. The Company is therefore committed to separating waste and decreasing the amount of waste generated in hospitals by adhering to waste management guidelines based on the 3Rs, namely reducing, reusing and recycling to reduce environmental impacts from improper waste disposal.

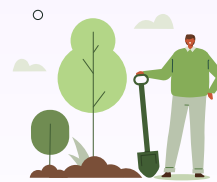
The Company and hospitals actively promote waste separation with waste separation generated from operations within the hospital, consisting of general waste, recyclable waste, infectious waste, and hazardous waste. The Company also provide the appropriate waste management guidelines for each type of waste, for example, infectious waste will be stored in red bags specifically for infectious waste and collect in a container with a tight lid to prevent the spread of infection before transporting infected waste to the dedicated room and sent to be disposed of in the correct way. As for plastic waste, in 2023 the Company joined the "You Turn" project, which was established by PTT Global Chemical Public Company Limited under the concept of comprehensive waste management with the principles of a sustainable circular economy. The project will take plastic waste into the recycling process to bring it back into a product that can be used again. In the first phase, the Company sold 1.38 tons of clear and blue plastic bottles of Kasemrad Vitamin Drinking water, equivalent to reducing greenhouse gas emissions by 1.67 tons of carbon dioxide or planting 187 large trees.



Total Weight of
Plastic Waste Collected
1,383 kg.



Total Green House
Gas Reduction
1,678 kg Co₂e



Equals the Numbers
of Big Trees
187 trees

(2) Water Resources and Wastewater Management

Currently, climate change is becoming more severe resulting in drought problems, flooding problems, and problems with water resources access. The Company therefore recognizes the importance of efficient water management to reduce the impact on the community and environment surrounding the hospital. With the project to reduce the amount of water used, in order to decrease the impacts that may arise from water shortages, and preserve water resources sufficient for the consumption of all sectors, i.e. campaigning for employees and people who come to use hospital services to use water economically, close the faucet tightly every time when not in use, providing efficient maintenance of the water supply, and always in ready-to-use condition to reduce water loss from damaged equipment.

In addition, the Company also manages wastewater by having an external company take responsibility for improving and controlling the wastewater treatment and wastewater quality analysis. The Company also organizes to collect wastewater samples to check the quality regularly. And the efficiency of the wastewater treatment system's equipment is regularly inspected.

(3) Energy Conservation

Throughout the past period, the Company has continuously implemented energy conservation measures annually. And awareness of energy usage and conservation is strengthened through training to educate employees on energy saving, posting energy conservation announcements on information boards and elevators, promoting executives, employees, and people who use services within the hospital building to walk up and down 1 or 2 floors of stairs instead of using the elevator. Always turn off the light switch when not in use, as well as turning on the air conditioner at a temperature of 25 degrees. The Company also changes light bulbs that help in energy saving in areas where electricity is used frequently and adjusts the lighting to suit the area, as well as supporting the reduction of electrical energy use in cooling towers by installing energy-saving propellers which reduces electricity usage increase ventilation Including being able to extend the life of the cooling tower so that it can be used for a longer time as well.

In addition, the Company has begun installing solar cells on newly constructed hospital buildings and parking roofs since 2020, as part of indirectly reducing the emission of greenhouse gases. Currently, a total of 4 solar rooftops have been installed at Kasemrad Hospital Prachinburi, Kasemrad International Hospital Aranyaprathet, Kasemrad Hospital Saraburi, and Kasemrad Hospital Sriburin, and is under installation at another 5 locations: Kasemrad Hospital Bang Khae, Kasemrad Hospital Prachachuen, Kasemrad Hospital Chachoengsao, Kasemrad International Hospital Ratthanatibeth and Karunvej Hospital Pathum Thani.



4. Management Discussion and Analysis (MD&A)

4.1 Overview of the situation of 2023

In 2023, an overview of the epidemic situation in Thailand reveals the spread of COVID-19 following festive seasons such as the New Year and Songkran festival. However, the severity of the spread has decreased, and treatment has been adjusted based on symptoms. Nevertheless, the spread of other seasonal diseases has noticeably increased during the latter half of the year. The cumulative cases of influenza reached 472,222, which showed 5.9 times higher than 2022. Additionally, cases of dengue fever have accumulated to 158,705, represented 3.5 times compared to 2022.

The opening of the country and the borders between Thailand and neighboring countries, including economic stimulus plans through visa-free policies for international tourists, have resulted in a total of 28.2 million foreign tourists in 2023, represented 2.5 times compared to 2022. Particularly, there were 600,500 accumulative tourists from Middle East and 2,930,900 tourists from CLMV countries, significantly increased from 2022. A portion of these tourists are wellness tourism, leading to an increase in the number of foreign patients seeking medical treatment in Thai hospitals.

Moreover, the Social Security Office launched policy to elevate healthcare services for insured individuals in 2023 in various aspects. This includes proactive health check-ups for insured individuals at workplaces, collaborative projects aimed at enhancing the efficiency of surgical treatments for five complex diseases, and adjusting the capitation fee, which has yielded positive results for hospitals serving insured individuals.

4.2 Analysis of the Consolidated Financial Performance

For the overall performance of the company and affiliated hospitals in 2023, the company's total revenue amounted to 11,829.9 million baht, a decrease of (37.4) percent yoy. Nevertheless, it showed an increase of 31.6 percent compared to 2019. The growth of the expansion of revenue bases from new hospitals and the increased number of Thai and international patients at specialized medical centers and seasonal infectious diseases. Including factors contributing to revenue growth from the treatment of patients under the social security scheme. Revenue breakdown by patient type, as follows:

In 2023, the revenue from general patients amounted to 7,975.9 million baht, a decrease of (14.9) percent yoy. This decline is attributed to the high base revenue from COVID-19-related activities, but it increased by 37.7 percent compared to 2019. The increase is mainly due to the expanded revenue base from three new hospitals which consistently performed well, the return of Thai and international patients for medical care at specialized medical centers, and the project of health check-up services in collaboration with external organizations. Statistics of international patients significantly grew after country reopening and the reopening of borders between Thailand and neighboring countries. Notably, the growth in patients from CLMV countries, seeking treatment at affiliated hospitals near the border and in Lao PDR, and patients from Middle East returning for medical care at specialized medical centers, approached levels similar to those before the outbreak of the COVID-19 pandemic.

The revenue from outpatient services amounted to 4,027.0 million baht, a decrease of (26.2) percent yoy. In addition, the number of outpatient visits declined to 1,098,000 patients, a decrease of (44.8) percent yoy due to high base patient volume from COVID-19-related activities and Moderna alternative vaccines. Meanwhile, the revenue from inpatient services equaled 3,948.9 million baht, an increase of 0.8 percent yoy and the number of inpatient visits increased to 48,500 patients, an increase of 6.9 percent yoy.

The revenue from patients under the social security scheme amounted to 3,849.8 million baht, an increase of 14.2 percent yoy. This increase is caused by the adjustment in the capitation fee rate by the Social Security Office, which is set at 1,808 baht/insured person/year, effective from May 2023. Additionally, there were other contributions of revenue growth from the follow-up of patients with complex diseases (RW>2), the health check-ups program, annual vaccinations, and collaborative projects aimed at enhancing the efficiency of surgical treatments for five complex diseases, which was initiated in 2023 as the first year. The hospitals will receive an increased treatment rate from 12,000 baht per RW, up to 15,000 baht per RW.

The revenue related to the treatment of COVID-19 from government projects amounted to (96.7) million baht. Following the announcement of adjusting the level of COVID-19 to communicable disease under surveillance since Q3/2022, the government canceled projects related to the medical treatment of COVID-19 patients and transitioned to providing treatment based on their basic rights. In 2023, the mentioned revenue is derived from the difference between the actual payments received and the recorded revenue in the system.

The cost and expenses amounted to 9,870.4 million baht, a decrease of (32.9) percent yoy. This reduction is attributed to the decline in cost of hospital operations by (36.5) percent yoy, including costs related to providing treatment for COVID-19 patients and losses on decline in value on inventories relating to Moderna alternative vaccines, while the distribution costs and administrative expenses (SG&A) has decreased by (9.8) percent yoy. This reduction is due to a decrease in losses from exchange rates caused by the depreciation of LAK/THB, as well as allowance for bad debt and expected credit losses.

The company reported profit from operating activities of 1,959.5 million baht, which decreased by (53.3) percent yoy but increased by 14.7 percent compared to 2019. Earnings before interest, tax, depreciation and amortization (EBITDA) amounted to 2,903.4 million baht, with a decrease of (43.5) percent yoy and an increase of 22.4 percent compared to 2019. The EBITDA margin stood at 24.5 percent. Net profit attributable to owners of the company in 2023 was 1,406.4 million baht, a decrease of (53.7) percent yoy and an increase of 23.9 percent compared to 2019. However, the profitability ratio in 2023 adjusted downwards, as year 2022 had a high base income related to providing services for COVID-19 patients.



Consolidated statements of comprehensive income of 2023

Consolidated statements of comprehensive income (Unit : Million Baht)	2023	2022	Change (%)
Revenue from hospital operations	11,729.0	18,826.7	(37.7%)
Other income	100.9	83.6	20.7%
Total Revenue	11,829.9	18,910.3	(37.4%)
Cost of hospital operations	(8,115.5)	(12,771.5)	(36.5%)
Distribution costs and Administrative expenses	(1,754.9)	(1,945.9)	(9.8%)
Total Expenses	(9,870.4)	(14,717.4)	(32.9%)
Profit from operating activities	1,959.5	4,192.9	(53.3%)
Interest income	18.2	8.2	123.1%
Finance costs	(95.3)	(155.7)	(38.8%)
Share of profit of associate	1.1	0.3	208.8%
Tax expense	(404.6)	(888.3)	(54.5%)
Profit for the year	1,478.9	3,157.4	(53.2%)
Owners of the Company	1,406.4	3,038.9	(53.7%)
Non-controlling interests	72.5	118.5	(38.8%)
<i>Gross Profit Margin</i>	<i>30.8%</i>	<i>32.2%</i>	
<i>Operating Profit Margin</i>	<i>16.6%</i>	<i>22.2%</i>	
<i>EBITDA Margin</i>	<i>24.5%</i>	<i>27.2%</i>	
<i>Net Profit Margin</i>	<i>11.9%</i>	<i>16.1%</i>	

Revenue breakdown by patient type of 2023

Revenue breakdown by patient type (Unit : Million Baht)	2023		2022		Change (%)
	Revenue	Proportion	Revenue	Proportion	
From general patients	7,975.9	68.0%	9,372.0	49.8%	(14.9%)
General OPD patients	4,027.0	34.3%	5,453.9	29.0%	(26.2%)
General IPD patients	3,948.9	33.7%	3,918.1	20.8%	0.8%
From social security patients	3,849.8	32.8%	3,370.9	17.9%	14.2%
From the government related to COVID-19	(96.7)	(0.8%)	6,083.8	32.3%	(101.6%)
Revenue from hospital operations	11,729.0	100.0%	18,826.7	100.0%	(37.7%)

4.3 Analysis of the Consolidated Statement of Financial Position

Consolidated statements of financial position (Unit : Million Baht)	As of		Change (%)
	31 December 2023	31 December 2022	
Total Assets	17,730.7	19,796.5	(10.4%)
Current assets	4,842.8	6,834.7	(29.1%)
Non-current assets	12,887.9	12,961.8	(0.6%)
Total Liabilities	4,026.2	6,286.7	(36.0%)
Current liabilities	3,505.2	3,510.2	(0.1%)
Non-current liabilities	521.0	2,776.5	(81.2%)
Total Shareholders' Equity	13,704.5	13,509.8	1.4%
Equity attributable to the Company	12,594.0	12,444.9	1.2%
Non-controlling interests	1,110.5	1,064.9	4.3%

As of 31 December 2023, the company's total assets amounted to 17,730.7 million baht, a decrease of (10.4) percent compared to the end of previous year. This reduction is primarily attributed to a decrease in account receivable and accrued revenue due to the company receiving payments for healthcare services from the government related to the COVID-19 pandemic. It includes cash and cash equivalents used for dividend payments in the fiscal year 2022, interim dividend payments in 2023, and the repayment of debentures and financial institution loans.

The total liabilities amounted to 4,026.2 million baht, a decrease of (36.0) percent compared to the end of previous year. This is resulted in the final repayment of debentures totaling 1,000 million baht in March 2023 and the repayment of loans from financial institutions by two subsidiary companies in Q3/2023. These subsidiaries include Sothorn Vejchakit Company Limited, operating Kasemrad Hospital Chachoengsao and Kasemrad Hospital Prachinburi, with an amount of 632.7 million baht, and Bangkok Chain International (Lao) Company Limited, operating Kasemrad International Hospital Vientiane, with an amount of 481.9 million baht.

The total shareholder's equity amounted to 13,704.5 million baht, an increase of 1.4 percent compared to the end of previous year. This rise is attributed to the accrued profit of the company based on its overall operation.

Financial ratio highlights	For the period ended	
	31 December 2023	31 December 2022
Current Ratio (times)	1.4	1.9
Average Collection Period (days)	93.3	91.3
Average Inventory Period (days)	15.0	11.4
Average Payables Period (days)	35.4	24.2
Debt to Equity Ratio (times)	0.3	0.5
Financial Debt to Equity Ratio (times)	0.1	0.3
Return on Assets Ratio (%)	10.4%	18.2%
Return on Equity Ratio (%)	11.2%	23.9%

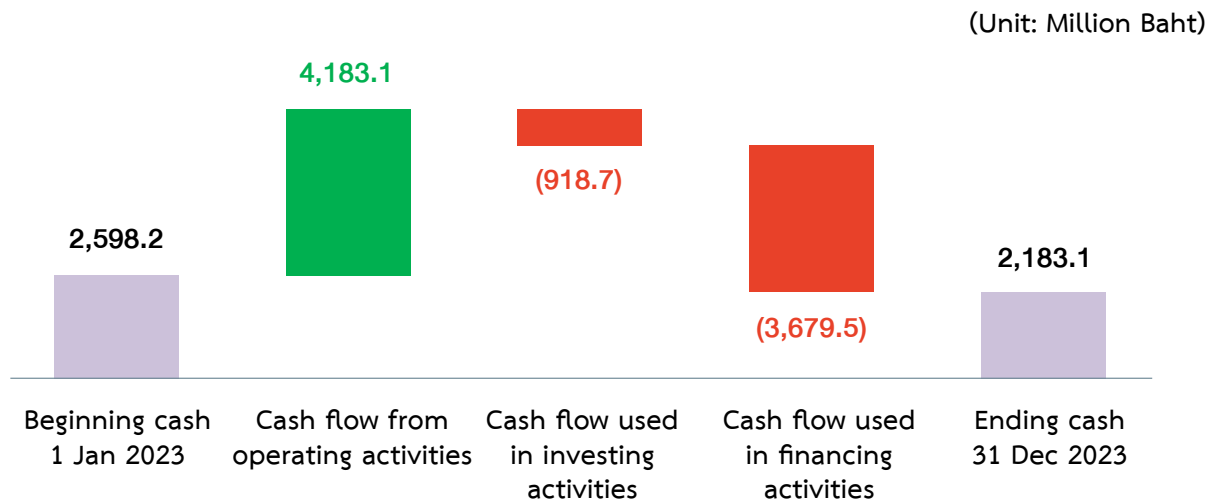
4.4 Analysis of Cash Flow Statement

Consolidated cash flow statements (Unit : Million Baht)	For the period ended 31 December	
	2023	2022
Cash flow from operating activities	4,183.1	5,714.6
Cash flow used in investing activities	(918.7)	(758.8)
Cash flow used in financing activities	(3,679.5)	(6,877.7)
Net decrease in cash and cash equivalents	(415.1)	(1,921.9)
Cash and cash equivalents at 1 January	2,598.2	4,520.1
Cash and cash equivalents at 31 December	2,183.1	2,598.2

Cash and cash equivalents

As of 31 December 2023, there was a net decrease of (415.1) million baht.

The net cash at the beginning of the period on 1 January 2023, was 2,598.2 million baht. The operational activities contributed to the net cash at the end of the period on 31 December 2023, amounted to 2,183.1 million baht. For detailed information on the cash flows for each activity are as follows:



The net cash flow from operating activities amounted to 4,183.1 million baht, derived from the operating profit and the receipts of payments for healthcare services from the government related to COVID-19.

The net cash flow used in investment activities amounted to (918.7) million baht, due to the renovation of hospital buildings, including the expansion of outpatient service areas at Kasemrad Hospital Prachachuen, patient rooms at Kasemrad Hospital Saraburi, Kasemrad Hospital Chachoengsao and Kasemrad Hospital Bangkai. Additionally, this covered the investment of medical equipment for newly opened specialized centers.

The net cash flow used in financing activities amounted to (3,679.5) million baht, derived from the payment of dividends for the fiscal year 2022 and interim dividends from overall operation in the first half of 2023. This also included the repayment of debentures and bank loans, as well as the payment of financial costs.

4.5 Forward Outlook

For the fiscal year 2024, the company is dedicated to achieving continuous growth in both the Thai and international patients, as well as patients under the social security scheme. This will be accomplished through creating awareness and expanding the patient base, coupled with maintaining high quality and standards of service. Additionally, enhancing the capabilities of specialized medical centers to access treatment for complex diseases in various areas. This aims to boost both revenue and cost-effective management. Moreover, three new hospitals' performance shall have demonstrated consistently improved operational outcomes and it is anticipated that the completion of several hospital renovations in 2023 will contribute significantly to an increased number of patients. This is served as a supporting factor for the growth of the company's revenue.

In 2024, the Social Security Office places significant emphasis on promoting good health and elevating medical services for insured persons. This includes increasing the quota for insured persons at potential private hospitals, extending the duration of collaborative projects aimed at enhancing the efficiency of surgical treatments for five complex diseases, approving reimbursements for the medical treatment of insured persons with Obstructive Sleep Apnea, and expanding mobile dental services. These are anticipated to positively impact the company by expanding the insured population, concurrently contributing to revenue generation and improved cost management. However, Q1/2024 coincides with the long New Year holiday season and is

characterized by a lower seasonal disease prevalence compared to the fourth quarter. This may have an effect on the number of patients seeking medical treatment. Moreover, the Ramadan in the beginning of March 2024, there may be a decrease in the number of patients from the Middle East compared to the previous quarter.

The company remains steadfast in executing plans to expand its new hospitals and places significant importance on conducting business based on sustainable organizational development principles in the areas of environment, society, and good corporate governance. This is aimed at ensuring stable and enduring long-term growth. The operational details in line with the strategic plan are as follows:

1. Continuous improvement in the overall operation of all three new hospitals.

1) **Kasemrad International Hospital Aranyaprathet**, with a capacity of 51 beds, is located near the Rong Kluea Market in Aranyaprathet District, Sa Kaeo Province. The target groups for this hospital are the Cambodian and the local community in the area. For the operational results in Q4/2023, the revenue from hospital operations was 53.6 million baht, a decrease of (5.1) percent qoq. This decline is attributed to a seasonal decrease in disease prevalence from Q3/2023. The EBITDA amounted to 4.4 million baht, a decrease of (48.8) qoq. The hospital has outlined the following operational strategies:

- Emphasis is placed on promoting awareness of the hospital's medical centers, including specialized units such as the obstetrics and gynecology center, pediatric center, general surgery center, medicine center, and gastrointestinal and hepatobiliary center. Additionally, there is an accelerated effort in publicizing the recently opened aesthetic center in January 2024. Furthermore, services from the dental center are expanded to cater to insured person in the area.
- The expansion of the network among the parties between the company and the insurance companies and consistently organizing collaborative activities with insurance agents. Additionally, there is a dedicated effort to establish a patient referral network within the local area and enhance the referral network for international patients across borders.
- Utilizing online channels for public relations and organizing awareness-enhancing activities in health such as mother and child events, health knowledge seminars, health check-up packages, and preventive vaccine packages, both within the hospital and through off-site services. These efforts are aimed at increasing the hospital's recognition among the target group.

2) **Kasemrad Hospital Prachinburi**, with a capacity of 115 beds, is situated in the vicinity of the 304 Industrial Estate in Sri Maha Phot District, Prachinburi Province. The target groups for this hospital are general patients and those covered under the social security scheme. For the overall operation in Q4/2023, the revenue from hospital operations was 56.9 million baht, an increase of 2.0 percent qoq. However, the EBITDA amounted to (0.3) million baht, a decrease of (91.8) percent qoq. In Q4/2023, the average number of insured persons registered was 28,800 people, showing an increase of 2.4 percent yoy. The hospital has outlined the following operational strategies:

- Focusing on increasing the number of insured persons by proactively conducting health check-ups for insured persons under the social security scheme at their workplaces. This is achieved through collaborations with various organizations such as providing on-site mobile health check-up services within industrial estates along with offering medical services to the individuals. For instance, the occupational hygiene packages for employees and assisting foreign nationals in obtaining work permits.
- Public relations to the treatment of complex diseases, catering to both local and international patients through the general medical center and specialized medical centers of the hospital. These include the obstetrics and gynecology center, pediatric center, general surgery center, gastrointestinal and hepatobiliary center, medicine center, and anti-aging medical center.

3) **Kasemrad International Hospital Vientiane**, with a capacity of 110 beds, is located in the capital city of Vientiane, Lao PDR. The target groups are general patients and international patients. For the overall operation in Q4/2023, the revenue from hospital operations was 88.0 million baht, an increase of 4.2 percent qoq. The EBITDA amounted to 9.5 million baht, a decrease of (35.7) percent qoq. The hospital has outlined the following operational strategies:

- Focusing on publicizing both general medical center and specialized medical centers, including the heart center, neurology center, hemodialysis center, health checkup center, obstetrics and gynecology center, pediatric center, general surgery center, medicine center, emergency medicine center, and comprehensive dental center.

- Organizing consistently the public activities both online and offline. This includes health check-up events conducted in collaboration with various organizations, such as receptions hosted by the Thai Embassy in Vientiane, the International Marathon, and other events. These activities aim to raise awareness through health check-ups and vaccination services, both within and outside the hospital premises such as private/international schools and private companies within Laos.

- The hospital has entered into contracts with more than 40 insurance companies, both domestic and international. It remains committed to continuously expanding its insurance network and enhancing the patient referral network with clinics and emergency rescue units in nearby vicinity for better and more efficient services.

2. Improving the capacity and standards of the hospital to meet the needs of all patient groups.

The company is dedicated to continuously developing the capacity and standards of hospitals within its network. Kasemrad Hospital Prachachuen is the fourth hospital within the group that was recently achieved international accreditation by the Joint Commission International (JCI) on 14 January 2024. This reflects advancements in providing patient care at all levels, as well as effective organizational management. Additionally, the company and affiliated hospitals have strategized to offer medical services tailored to each patient group, prioritizing quality, safety, and service standards for the benefit of the patients.

1) General patients

- **Emphasizing personalized marketing and offers packages that cater to preventive healthcare needs.** This includes specialized health check-up packages for specific diseases and preventive vaccination packages. Moreover, preparations are underway to open a Genomics Center, providing genetic analysis services to reduce costs for affiliated hospitals. The company plans to expand services to deep genetic analysis, assessing the risk of future diseases to facilitate preventive care.

- **Expanding the base of international patients** is being achieved through network expansion with embassies, such as patients from Saudi Arabia and Libya. Additionally, the company is extending its network with private clinics/hospitals near the borders where its hospitals are located. This aims to broaden the patient base and facilitate the transfer of patients, especially from the CLMV countries.

- **Opening the specialized centers to address complex medical conditions in various areas.** For instance, the New Frontier Cancer Center at World Medical Hospital aims to provide additional treatment options for cancer by integrating conventional medicine with alternative medical approaches. This includes the use of Hyperthermia machines or radiofrequency wave technology for cancer treatment, as well as the utilization of medical cannabis oil extracts. Furthermore, the company plan to open two plastic surgery and aesthetic centers to meet the growing demand for beauty care by specialized physicians in a hospital with safe and standardized equipment. One of these aesthetic centers has already commenced operations at Kasemrad International Hospital Aranyaprathet in January 2024.

2) Patients under the social security scheme have experienced an elevated level of healthcare services provided by the company. The company has expanded its coverage to increase the number of insured persons from 1 million. Key strategies for the operation include:

- **Accelerating awareness and expanding the registration of insured persons.** In 2024, the company received an increased quota of insured individuals, reaching a total of 1,856,100 people, reflecting a 20.4 percent increase from the 1,542,150 quota in 2023. This increase was particularly significant for hospitals with high demand for registrations, such as Kasemrad Hospital Prachachuen and Kasemrad Hospital Bangkai. It is estimated that the number of insured persons registering with hospitals in the network will gradually increase during the year 2024.

- **Collaborating to provide medical treatments for 5 complex diseases through 10 hospitals for an additional 6 months,** from January to June 2024. This initiative covers surgeries for heart and Cardiovascular treatment, Stroke, Breast Cancer treatment, Myomectomy treatment, and Kidney and Gall Bladder stone treatment for patients entitled to social security scheme.

- **Preparing to support mobile dental services,** which will enhance convenience for insured individuals to receive services without having to travel to the hospital, simultaneously contributing to revenue generation for the company.

- **Enhancing the efficiency of disease treatment for insured persons while optimizing cost management.** This includes the approval from the Social Security Office to cover expenses for treating insured persons with sleep apnea, encompassing the costs of sleep tests and respiratory equipment. Additionally, the opening of Kasemrad Ari Radiation Oncology Clinic, in Q3/2024 shall reduce costs of referring patients for radiation treatment at other hospitals as well.

3. Hospitals currently under construction or renovation are proceeding according to the plan.

- **Kasemrad Ari Radiation Oncology Clinic,** in Nonthaburi province, with the investment of approximately 300 million baht. This clinic serves as a medical facility for the outpatient radiation treatment of cancer patients. The current renovations focus on upgrading the building structure to accommodate the installation of radiation equipment, with an expected service commencement in Q3/2024.



- **Kasemrad Hospital Suvarnabhumi**, in Samut Prakan province, has a registered bed capacity of 268 beds, with an estimated investment of approximately 1.6 billion baht, which included land cost amounted to 350 million baht. Currently, the hospital is in the process of submitting an Environmental Impact Assessment (EIA). It is anticipated that construction will commence in 2024, with the expected opening of services in early 2027



The improvement of both external and internal spaces within the affiliated hospitals continue to progress according to the established plans. It is anticipated to be completed by 2024 as follows:

- **Kasemrad Hospital Bangkai**, the renovations are to enhance the facilities for outpatient services, inpatient rooms, intensive care units, laboratories, and hemodialysis center. These improvements aim to increase the efficiency of providing services to both general patients and those covered under the social security scheme





- **Karunvej Hospital Pathumthani**, the renovations are to improve the facilities for outpatient services and inpatient rooms, for elevating to be Kasemrad Hospital Pathumthani in 2025. This enhancement will provide the hospital with better-equipped spaces to serve both general patients and those under the social security scheme.



5. General information and other important information

5.1 General information of the company and its subsidiaries

Company	Year of Establishment	Registered Capital	Nature of Business	Opening / Acquiring Date
Bangkok Chain Hospital PCL.	24 November 1993	Baht 2,494 million	Kasemrad Hospital Bangkae Kasemrad Hospital Prachachuen World Medical Hospital Kasemrad Hospital Rattanaibeth Kasemrad Hospital Ramkhamhaeng Kasemrad Hospital International Aranyaprathet	8 August 1984 15 July 1997 22 March 2013 12 June 2015 22 October 2018 11 May 2020
Rattanaibeth General Hospital Co., Ltd.	8 June 1990	Baht 300 million	Kasemrad International Hospital Rattanaibeth	15 February 1993
Sriburin Medical Co., Ltd.	29 March 1991	Baht 170 million	Kasemrad Hospital Sriburin Kasemrad Hospital Mae-sai Kasemrad Sriburin Clinic Chiangsan branch	10 January 1993 1 August 2004 8 August 2014
Saraburi Wetchakit Co., Ltd.	16 April 1993	Baht 321 million	Kasemrad Hospital Saraburi Kasemrad Medical and Dental Clinic Saraburi	1 January 1996 1 February 2023
Navanakorn Medicare Co., Ltd.	7 February 1989	Baht 375 million	Karunvej Hospital Pathumthani Karunvej Hospital Ayudhaya	18 December 2013 18 December 2013
Sothorn Vejchakit Co., Ltd.	23 April 2015	Baht 700 million	Kasemrad Hospital Chachoengsao Kasemrad Hospital Prachinburi	1 May 2015 1 January 2021
Bangkok Chain Management Co., Ltd.	15 September 2016	Baht 5 million	Selling healthy drinks, providing medical analysis & research services in operation rooms Bangkok Chain Laboratory (BCL)	15 September 2016 4 April 2022
Bangkok Chain International (Lao) Co., Ltd.	12 April 2017	KIP 412,600 million ^{1/}	Kasemrad International Hospital Vientiane	19 August 2021
Health Chain Innotech Co., Ltd	12 May 2023	Baht 5 million	Manufacture and sale of ready-to-use computer programs	12 May 2023
Kasemrad Ari Cancer Rangsi Raksa Center Co., Ltd.	9 March 2023	Baht 300 million	Kasemrad Ari Radiotherapy Cancer Center	N/A

Note ^{1/} the Extraordinary Meeting of Shareholders No.2/2023 held on 29 August 2023, has resolved the resolution to approve the capital increase amounted to 279,400,000,000 Lao Kip from the registered capital of 133,200,000,000 Lao Kip to 412,600,000,000 Lao Kip

General information of the affiliated hospitals and laboratory

World Medical Hospital	44 Moo 4 Chaengwattana Road, Pakkret, Nonthaburi 11120 Tel. (66) 2836-9999, Fax (66) 2836-9911
Kasemrad International Hospital Rattanaibeth	60 Moo 6, Sao-Thong-Hin, Bang-Yai, Nonthaburi 11140 Tel. (66) 2594-0020 Fax (66) 2594-0067
Kasemrad International Hospital Aranyaprathet	885 Moo 5, Banmainongsai, Aranyaprathet, Sakaeo 27120 Tel. (66) 3764-000 Fax (66) 3764-0099
Kasemrad International Hospital Vientiane	999, 450 Year Road, Donnokhoum Village, Sisattanak District, Vientiane Capital, Lao PDR Tel. (856) 030-5005891
Kasemrad Hospital Bangkok	586,588 Petchakasem Road, Bangkhae-Nua, Bangkhae, Bangkok 10160 Tel. (66) 2804-8959 Fax (66) 2454-1914
Kasemrad Hospital Sriburin	111/5 Moo 13, Sun-Sai, Muang Chiang rai, Chiang Rai 57000 Tel. (66) 53-910-999 Fax (66) 53-717-938
Kasemrad Hospital Saraburi	2/22 Mitraparb Road, Pak-Preaw, Muang Saraburi, Saraburi 18000 Tel. (66) 36-315-555 Fax (66) 36-315-501
Kasemrad Medical and Dental Clinic Saraburi	12/12 Moo 4 Hui Kamin Nong Khae Saraburi 18230 Tel. (66) 36-315-555
Kasemrad Hospital Prachachuen	950 Prachachuen Road, Wongsawang, Bangsue, Bangkok 10800 Tel. (66) 2910-1600 Fax (66) 2910-1649
Kasemrad Hospital Mae Sai	952 Moo 1, Viengpangkam, Mae-sai, Chiang Rai 57130 Tel. (66) 53-642-742 Fax (66) 53-642-744
Kasemrad Sriburin Clinic Chiangsan branch	339 Moo 6, Vieng, Chiangsan, Chiang Rai 57150 Tel. (66) 53-650-131 Fax (66) 53-650-133
Kasemrad Hospital Chachoengsao	29 Moo 3 Suwinthawong Road, Nha-Mueng, Mueng, Chachoengsao 24000 Tel. (66) 38-812-702 Fax (66) 38-812-720
Kasemrad Hospital Rattanaibeth	58 Moo 15, Bangrakpattana, Bangbuathong, Nonthaburi 11110 Tel. (66) 2921-3400 Fax (66) 2921-1119
Kasemrad Hospital Ramkhamhaeng	99/9 Ramkhamhaeng Road, Sapansoong, Bangkok 10240 Tel. (66) 2339-0000 Fax (66) 2339-0099
Kasemrad Hospital Prachinburi	766 Moo 10, Thatoom, Si Maha Phot, Prachinburi 25140 Tel. (66) 3762-7000
Karunvej Hospital Pathumthani	98 Moo 13 Phahonyothin Road, Khlong-Nueng, Klong Luang, Pathumthani 12120 Tel. (66) 2529-4533 Fax (66) 2529-3624
Karunvej Hospital Ayudhaya	61/9 Moo 4, Klong-Jik, Bangpa-in, Pranakorn Sriyudhaya 13160 Tel. (66) 35-315-100-30 Fax (66) 35-355-155
Bangkok Chain Laboratory (BCL)	60 Moo 6, Sao-Thong-Hin, Bang-Yai, Nonthaburi 11140 Tel. (66) 2080-9445

Reference information

Share Registrar	Thailand Securities Depository Company Limited The Stock Exchange of Thailand Building 93 Ratchadapisek Road, Dindaeng, Bangkok 10400 Tel. (66) 2009-9000, (66) 2009-9999 Fax (66) 2009-9991
External Auditor	KPMG Phoomchai Audit Limited 48th Floor, Empire Tower, No.1, South Sathorn Road, Yannawa, Sathorn, Bangkok 10120 Tel. (66) 2677-2000, Fax (66) 2677-2220-3
External legal advisor	The Legalist International Law Office Company Limited 38 Ramkhamhaeng Soi 60/2, Ramkhamhaeng Road, Huamark, Bang Kapi, Bangkok 10240 Tel. (66) 2735-2976-80 Fax (66) 2735-2981

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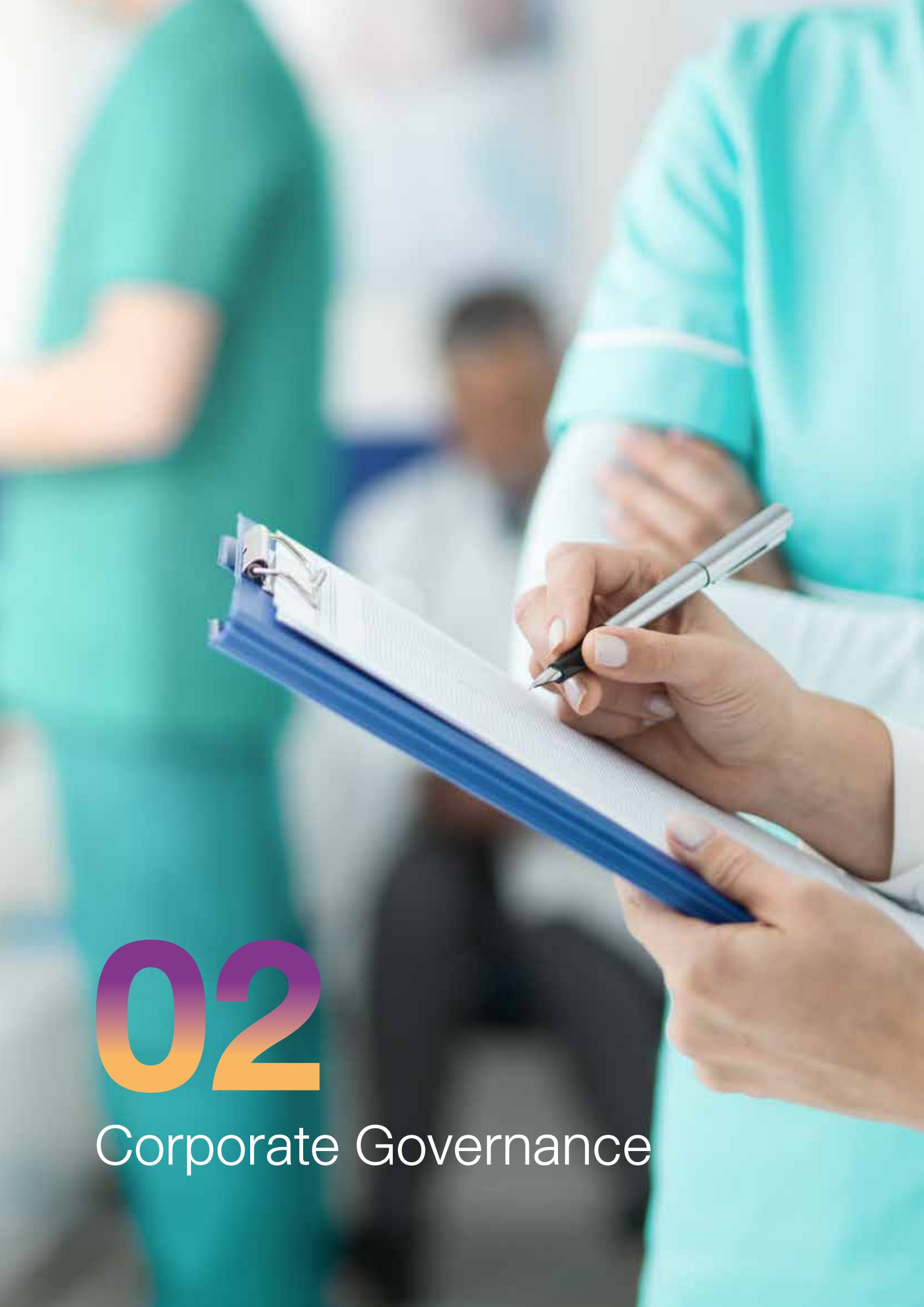


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KASEMRAD HOSPITAL



โรงพยาบาลคุณหญิง
KARUNEE HOSPITAL





02

Corporate Governance

6. Corporate Governance Policies

6.1 Overview of Corporate Governance Policies and Practices

6.1.1 Policies and Practices Regarding Committee

The Company places importance on conducting business with integrity, transparency, and responsibility towards society and all stakeholders according to the corporate governance code. Therefore, the Company has established the business code of conduct and the corporate governance code in writing by compiling rules, regulations, criteria, and practices of The Securities and Exchange Commission, Thailand and adapting them to the Company's practices. The Company has also reviewed them to ensure that they are in line with the changes in legal requirements and specific characteristics of the industry's business operations.

The Company has published its policies and handbooks regarding business ethics as well as the good corporate governance to create understanding. They are also used as guidelines for proper operation of employees at all levels and to provide information to shareholders, stakeholders, investors, and other interested parties in order to determine and disclose the guidelines for promoting compliance with business code of conduct. More details on handbooks regarding business code of conduct and the good corporate governance code are available on the Company's website www.bangkokchainhospital.com.

Business Ethics and Corporate Governance Handbook

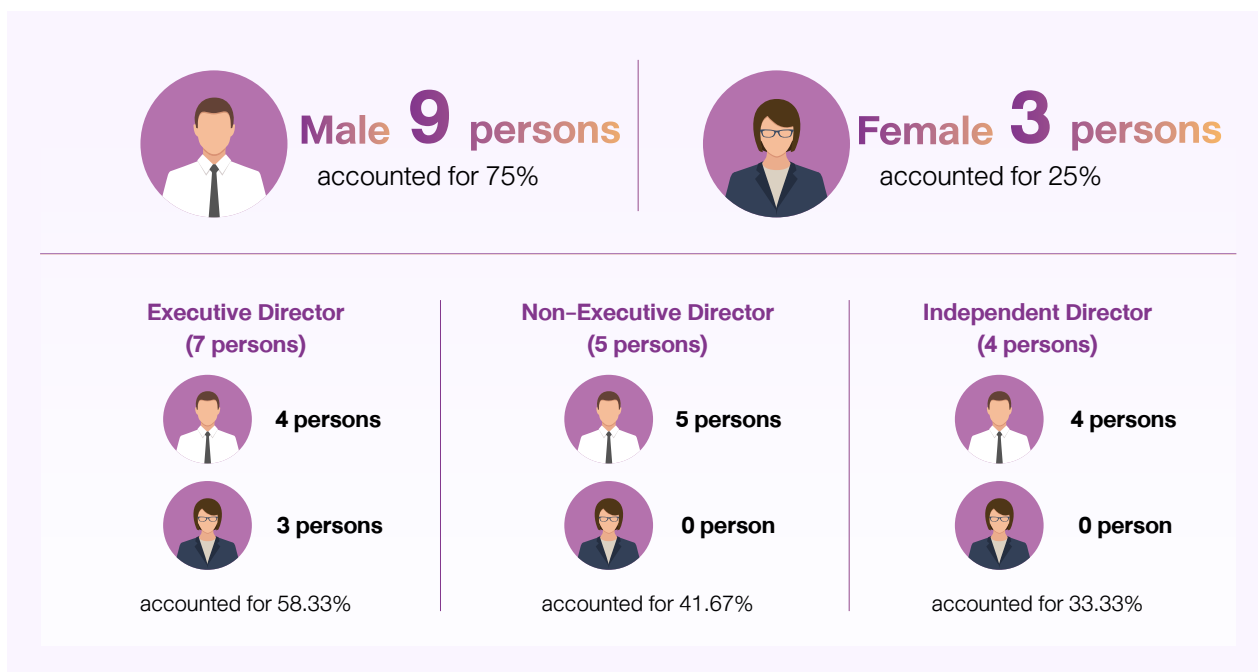


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The Board of Directors, which represents the shareholders, is responsible for supervising the business in accordance with the laws, objectives, regulations, and resolutions of the shareholder meeting, as well as overseeing the management to achieve operational goals according to strategies and annual plans approved by the Board of Directors. In order to enhance its operational efficiency, the Board of Directors has therefore appointed subcommittees, namely Audit Committee, Executive Committee, Sustainability, Governance and Risk Management Committee, and Nomination and Remuneration Committee with expertise and experiences in related fields to perform their duties according to the established approval authority with integrity and maintain the Company's interest. More details are available in (56-1 One Report) on the Scope of Power of the Committee section.



Board of Directors



As of December 31, 2023 The Company's Board of Directors had 12 directors, comprising of:

- 7 executive directors, accounted for 58.33% of total directors
- 5 non-executive directors, accounted for 41.67% of total directors
- 3 female directors, accounted for 25.00% of total directors
- 4 independent directors, accounted for 33.33% of total directors

This meets the minimum requirements of The Securities and Exchange Commission, and The Stock Exchange of Thailand. In addition, the Board of Directors has appointed subcommittees as follows:

1) Audit Committee comprises of 3 independent directors whose term of office is equal to that of directors. (Audit Committee members are listed in the Information about Committee section.)

2) Executive Committee comprises of 8 directors and executives (Executive Committee members are listed in the Information about Committee section.) to perform specific duties and propose matters to the Board of Directors for consideration and acknowledgement.

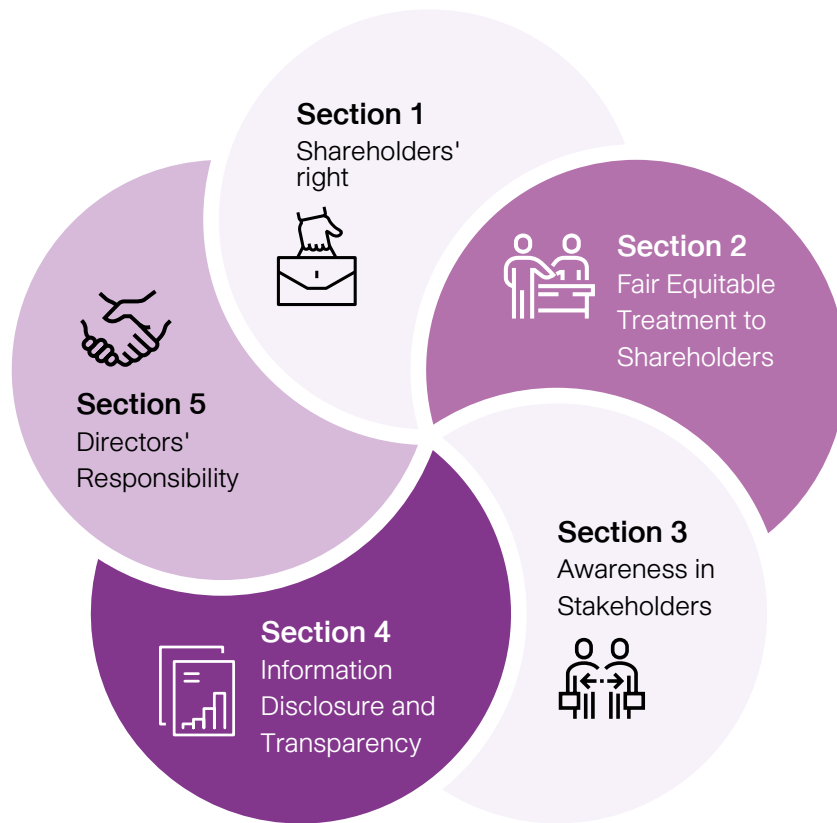
3) Sustainability, Governance and Risk Management Committee comprises of 8 directors and executives. (Sustainability Committee members are listed in the Information about Committee section.)

4) Nomination and Remuneration Committee comprises of 3 directors. (Nomination Committee members are listed in the Information about Committee section.)

Each subcommittee has rights and duties as specified in its regulations. The Company has clearly separated roles and responsibilities between the Board of Directors and senior executives. The Company's Board of Directors is responsible for determining policies and supervising the operations of senior executives at policy level. Senior executives are responsible for managing the Company's operations in various areas in accordance with the established policies. This is to ensure that none of them has absolute unlimited power.

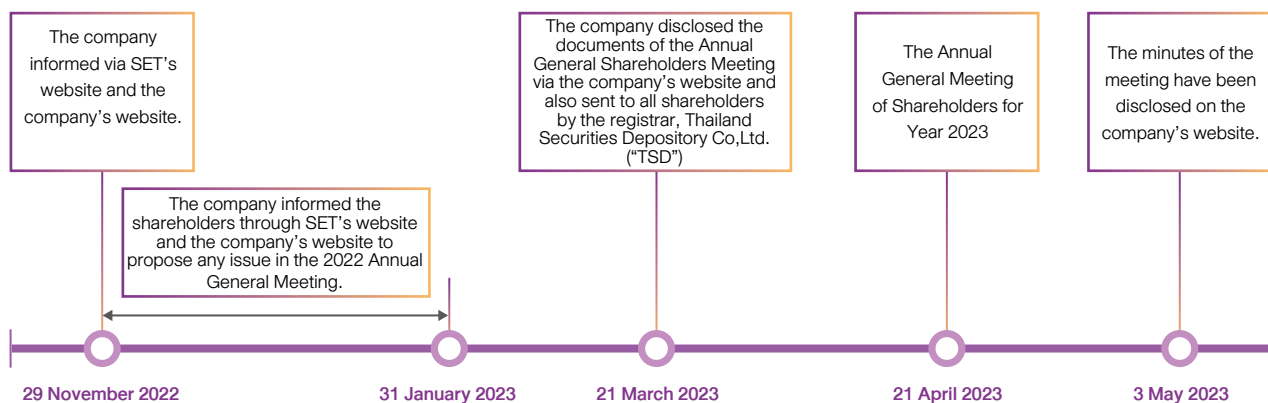
6.1.2 Policies and Practices Regarding Shareholders and Stakeholders

The Company's good corporate governance policies align with the corporate governance code of The Securities and Exchange Commission, Thailand, which covers 5 categories as follows:



Section 1 Rights of Shareholders

The Board of Directors prioritizes the rights and equality of shareholders. It is clearly specified in the corporate governance policy that shareholders have the right to receive share certificate, transfer shares, receive sufficient information in a timely manner and appropriate for decision making. Shareholders shall have the right to attend and vote at shareholder meetings to decide on important policy changes as well as the right to elect and dispose directors, the right to approve the appointment of an auditor, and the right in profit sharing.



Prior to an Annual General Meeting of shareholders, shareholders have the right to receive an invitation letter and information regarding the date, time, and venue of the meeting, agenda, rules, and procedures in attendance. In 2023, the Company held its Annual General Meeting of Shareholders on April, 21, 2023 in a hybrid meeting at The World Sky Hall meeting room, 22nd floor, World Medical Hospital, at 44 Moo 4, Chaengwattana Road, Pakkred District, Nonthaburi Province (physical meeting) and meetings via electronic channel (E-AGM) with live broadcast from the Company's conference room. The Company published Annual General Meeting documents on March 21, 2023 on the Company's website in both Thai and English versions. Afterward, the Company also published another detailed documents on March 31, 2023. The Company sent invitation letter with details of the meeting agenda, opinion of the Board of Directors, all relevant information on matters to be decided at the meeting, as well as the date, time, and venue of the meeting, map, annual report, and power of attorney B. in Thai and English to shareholders on March 21, 2023 (at least 14 days prior to the meeting date), delivered by Thailand Securities Depository Company Limited. In addition, the Company had a policy to offer more options for shareholders by nominating at least 1 independent director to be a shareholder's proxy for shareholders who were unable to attend the meeting in person. On November 29, 2022, the Company announced information on the website of the Stock Exchange of Thailand and the Company's website at www.bangkokchainhospital.com in the Investor Relations section to open an opportunity for shareholders to propose agendas of the Annual General Meeting 2023 up until January 31, 2023.

Invitation to 2023 Annual General Meeting of Shareholders



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At the shareholder meeting, the Company implemented a technology for registration and vote counting to provide clear and transparent results. In addition, the Company invited independent individuals from legal consulting companies to witness the meeting and inspect the voting and vote counting to ensure a transparent and accurate meeting. At the Annual General Meeting 2023, all of the Board of Directors attended the meeting and encouraged all shareholders to participate and exercise their vote or authorize any persons to attend the meeting or one of the independent directors to vote on their behalf in case they were unable to attend the meeting. The Board of Directors also provided an equal opportunity for shareholders to express their opinions, ask for explanations, or inquire. Important inquiries and opinions were recorded in the minutes of the Annual General Meeting by the Company Secretary.

In 2023, shareholders' voting results of each agenda are as follows:

Agenda	Meeting Attendees	Approve		Disapprove		Abstain		Voided Ballot	
		Share	%	Share	%	Share	%	Share	%
1	This was to present information at the meeting so no vote was required.								
2	1,170	1,806,300,943	100.00	-	-	-	-	-	-
3	1,171	1,806,302,943	100.00	-	-	-	-	-	-
4.1	1,172	1,751,132,780	96.95	55,170,863	3.05	300	-	-	-
4.2	1,172	1,540,261,840	85.27	266,041,803	14.73	300	-	-	-
4.3	1,172	1,695,869,153	93.89	110,434,490	6.11	300	-	-	-
4.4	1,172	1,695,653,213	93.87	110,650,430	6.13	300	-	-	-
5 ^{1/}	1,172	557,803,643	99.64	-	-	2,000,300	0.36	-	-
6 ^{1/}	1,172	557,803,643	99.64	2,000,000	0.36	300	-	-	-
7	1,172	1,783,095,063	98.72	23,208,500	1.28	380	-	-	-
8	1,172	1,806,303,563	100.00	-	-	380	-	-	-

1/ Agenda 5 was to review and approve directors' remuneration in 2023 while Agenda 6 was to review and approve directors' pension. There were 5 directors who were also the Company's shareholders and registered to attend the meeting with a total of 1,246,500,000 shares. These directors did not have voting rights as they were stakeholders in the said agenda.

Minute of 2023 Annual Shareholder Meeting



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Section 2 Equitable Treatment of Shareholders

- The Company treats shareholders and stakeholders equally and fairly.
- The Company has a clear management structure and measures to prevent conflicts of interest. For example, in case the Company deems that conflicts of interest may arise from any directors, such director shall abstain from voting. The Company has appointed the Audit Committee to share opinions and review the validity of related transactions to present to the Board of Directors. In addition, the Company has disclosed related transactions in the financial statements in accordance with financial reporting standards.
- The Company has informed relevant details in the invitation letter prior to the shareholder meeting sufficient for decision making on each agenda, including distribution of the dividend, appointment of directors, consideration of directors' remuneration, appointment of auditors and determination of audit fees, as well as other important matters such as the Company's regulation amendment, share issuance and offering etc.
- The Company encourages shareholders to use a power of attorney when they are unable to attend the meeting in person by indicating at least 1 independent director as their proxy.

In 2023, details on shareholders' attendance are as follows:

	Number of Attendees	Shares	%
Total registered shareholders	23,112	2,493,747,984	100.00
Meeting Attendees	1,172	1,806,303,943	72.43
Attended in person	36	1,247,460,754	50.02
Authorized	1,136	558,843,189	22.41
- Authorized to Independent directors	1,127	522,560,177	20.95
- Authorized to other individuals	9	36,283,012	1.46

- The Company has given shareholders the opportunity to exercise their rights in appointing individual directors. In addition, the information has been provided on the website of the Stock Exchange of Thailand on November 29, 2022 and on the Company's website to allow shareholders to consider nominating individuals as company directors for the Annual General Meeting 2023 up until January 31, 2023.
- The Company requires all directors and executives to report their securities holdings to the Board of Directors on a regular basis.



Section 3 Roles of Stakeholders

The Company places importance on the rights of all groups of stakeholders. Details are as follows:

1. Shareholders and Investors

The Board of Directors has policies and guidelines to treat shareholders equitably and equally as follows:

- Perform its duties with integrity as well as deciding with consideration of transparency, caution, and fairness to all shareholders equally without discrimination. for the utmost benefit of shareholders
- Present the Company's status, performance, financial position, accounting, and other reports on a regular basis in an accurate manner
- Inform all shareholders of the organization's future trends, both positive and negative, based on the possibilities with sufficient and reasonable supporting information
- Refrain from seeking benefits for themselves and others by using information that is not made public or taking any action that may lead to conflicts of interest with the organization

2. Employees

The Company recognizes the importance of its employees who are considered as essential resource that supports and drives the organization to achieve its business goals. Therefore, the Company has policies to ensure employees' good quality of life by providing fair working conditions, appropriate welfare, career development opportunities, as well as safe and hygienic working conditions. The guidelines are as follows:

- Strictly comply with law and regulations regarding employees
- Provide safe and proper working environment for employees' lives and properties
- Treat employees well and respect their individuality and human dignity
- The Company fairly determines employee compensation according to their responsibilities and capabilities. Proper welfare are provided to employees, including the establishment of a provident fund and reimbursement of medical expenses in network hospitals.
- Consider the appointment and transfer, as well as fair rewards and penalties with consideration of employees' knowledge, capabilities, and suitability
- The Company considers its employees as valuable resources that shall be treated fairly. Thus, there are guidelines for continuously developing its personnel, such as organizing Excellence Management training in collaboration with Thammasat University Consulting Networking and Coaching Center.
- The Company focuses on recruitment, employment and operations without discrimination, which covers employees at all levels and all vulnerable groups, such as the disabled and other underprivileged people.
- The Company encourages its employees to adhere to the energy saving and environmental management policies for resource efficiency.
- Avoid unfair actions which may affect job security or threaten and put pressure on the employee's mental state.
- Employees have the rights to file a complaint when they have been treated unfairly according to the established system and process.
- Open for feedback and suggestion from employees at all levels equally and equitably

3. Business Partners

The Company conducts business with partners and others parties according to trade terms and conditions or agreements that have been entered into in a fair and ethical manner, taking into account the reasonableness of price, quality and service. It also places importance on environmentally friendly procurement and conducting business with partners who are environmentally responsible to build a good relationship along with driving partner capabilities and sustainable growth of the Company and subsidiaries. The Company has set guidelines for business partners as follows:

- Partners shall conduct business with integrity, transparency, honesty, accurate information disclosure, verifiability, and strict compliance with related laws.
- Partners shall fairly treat its competitors with fairness and not seek for their confidential information in a deceitful manner.
- Partners shall refrain from requesting, receiving or providing benefits dishonestly or conducting activities that lead to corruption risks.
- Partners shall have no conflicts of interest with the Company and its subsidiaries and never exploit the Company and its subsidiaries.
- Partners shall not disclose the confidential information without consent.
- Partners shall not violate any intellectual property.
- Partners shall establish complaint channels for stakeholders and the process to investigate and follow up on complaints for complainants.
- Partners shall strictly comply with labor law and human rights principles.
- Partners shall comply with occupational health and safety laws as well as encouraging its employees to acquire knowledge and understanding on safety and emergency procedures.
- Partners shall strictly comply with environmental laws and regulations from the government sector and establish measures to mitigate and minimize environmental impacts caused by its services.
- Partners shall conduct the risk assessment and regularly provide the trainings to handle emergency situations.

The Company has published Partner Code of Conduct for better understanding as a guideline for joint operations which was approved at the Board of Directors meeting No. 1/2023 on January 16, 2023 with an annual review at the Board of Directors meeting No. 1/2024 on January 19, 2024. The Company has continuously implemented policies and measures, as well as communicating internally and externally. More details on Partner Code of Conduct are available on the Company's website. (www.bangkokchainhospital.com)

Partner Code of Conduct



CLICK HERE

4. Creditors

The Company treats its creditors fairly by strictly adhering to the conditions, contract specifications and never spend the funded loan in contrast with the objectives of the agreement with the moneylender. In case where the Company is unable to fulfill its contractual obligations, the Company shall report to creditors in advance for mutual resolutions.

5. Customers/ Patients

The Company is committed to provide high-quality, standardized, and safe services to its patients/customers. Thus, it has implemented HA (Hospital Accreditation) standards for hospital development and evaluation by The Healthcare Accreditation Institute (Public Organization) supported by the Ministry of Public Health which cover the hospital's health promotion. Joint Commission International (JCI), which is an international standard for hospital quality, has also been applied to providing services and improving the service quality for patients.

6. Competitors

The Company has policies to treat business competitors with fair competition and never seek for their confidential information in a deceitful or inappropriate manner based on the following guidelines:

- Treat its competitors with fair competition
- Never attempt to defame its business competitors with false accusations
- Never violate confidentiality or obtain unauthorized access to the trade secret

7. Community, Society, and Environment

The Company conducts business with responsibility to the community and society. It places an emphasis on proper compliance with standards regarding safety, security, hygiene and the environment as well as considering the impact on natural resources and the environment. The guidelines are as follows:

- Continuously raise awareness on social and environmental responsibilities among employees at all levels
- Regularly spend a portion of profits on activities that contribute to society and environment
- Conduct business with minimal impact on the society, environment, and people's quality of life as well as encouraging the Company's business partners to recognize and conduct business with environmental responsibility
- Conduct, cooperate on or control strict compliance with legislative intent and regulations issued by regulatory agencies
- Place importance on community and social activities, focusing on social, community, and environmental development, as well as on preservation of natural resources, for example, establishing mobile medical units, promoting physical activities for good health and supporting patients who need financial assistance etc.

8. Anti-Corruption

The Company conducts business against all forms of corruption by implementing risk management and inspection processes to prevent and suppress corruption and misconduct. It also supports an organizational culture that adheres to integrity and righteousness. In 2023, the Board of Directors reviewed anti-corruption policies and guidelines and deemed that they still aligned with the Company's business operations and were appropriate for the current situations. Furthermore, there were no significant fault regarding anti-corruption and non-compliance with relevant laws or regulations, as well as the breach of business code of conduct.

In 2023, the Company completed the certification process and was a member of the Thai Private Sector Collective Action Against Corruption for the second consecutive time. Additionally, the Company continues to implement related policies and measures as well as communicating internally and externally, such as disseminating anti-corruption policies on the website www.bangkokchainhospital.com, regarding good corporate governance, employee training and orientation for better understanding, as well as regularly informing partners and contractors to ensure transparent procurement and business operations in accordance with established policies

- The Company prohibits bribery in all its forms for all activities related to the Company's business operations. No facilitation fee in any forms is offered to government officials, both directly and indirectly. In case where the company is required to donate for charity, provide business gifts or financial support for any activities, it shall be conducted in a transparent manner without intention to influence public/private officials to perform inappropriate actions.
- These policies shall be announced and published both internally and externally and serve as guidelines for all executives and employees to adhere to ethical principles. The Company has determined strict penalty measures on executives and employees involved in internal corruption, bribery, or any form of corruption.
- The Company communicates and emphasizes these measures through orientation and internal trainings to ensure that all executives and employees are aware of the importance of the anti-corruption policies. The Company also communicates with its employees about the Company's commitment to preventing and combating all forms of corruption.
- The Company has established appropriate internal control system to prevent its employees from committing or being involved in corruption.
- The Company have policies for whistleblowing and filing a complaint, as well as providing communication channels for employees and those involved to report suspicious activities to ensure that they are protected and that officers will be assigned or appointed to investigate every trace reported in a transparent and timely manner.
- The Company has established clear guidelines regarding anti-corruption, which were approved at the Audit Committee meeting and the Board of Directors meeting on August 15, 2017 with an annual review at the Board of Directors meeting No. 1/2024 on January 19, 2024. The Company has continuously implemented relevant policies and measures, as well as communicating internally and externally, for example, disseminating anti-corruption policies on www.bangkokchainhospital.com regarding good corporate governance, employee training and orientation for better understanding, as well as regularly informing partners and contractors to ensure transparent procurement and business operations in accordance with established policies. More details on anti-corruption policies and guidelines are available on the Company's website.

Anti-Corruption Policy



CLICK HERE

Anti-Corruption Handbook



CLICK HERE

Whistleblowing and Complaint Policy



CLICK HERE

9. Human Rights

The Company is committed to treat its employees equally, fairly, and respectfully. Equal treatment is conducted regardless of gender, religion, culture, race without violation of sexual rights. To demonstrate this commitment, the Company has therefore established human rights policies and regulations for directors, executives, employees, and all relevant stakeholders to strictly adhere which can be summarized as follows:

- The Company supports, promotes and respects human rights and treat other individuals respectfully and equally. This includes employees, customers or patients, business partners, stakeholders, and all vulnerable groups without discrimination in terms of physical or mental difference, religion, race, nationality, skin color, gender, language, age, social status, marital status, place of origin, culture, opinions, or any other matters.
- The Company will definitely not engage in actions that violate human rights (Zero Tolerance Policy), especially the employment of children under the legal age specified by employment laws and the employment of forced labor and illegal migrant workers for business operations and in the supply chain.
- The Company provides complaint channels regarding human rights violations related to or arising from the Company's operations. It places an emphasis on respecting the rights of complainants and whistleblowers. The Company will investigate and handle complaints transparently without delay.
- The Company has established clear human rights policies, which were approved at the Board of Directors meeting on January 16, 2023 with an annual review at the board of Directors meeting No. 1/2024 on January 19, 2024. The Company has continuously implemented relevant policies and measures, as well as communicating internally and externally to create and maintain an organizational culture that adheres to human rights and does not support or promote activities that violate human rights principles. More details on human right policies are available on the Company's website www.bangkokchainhospital.com in the good corporate governance section.

Human Rights Due Diligence



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10. Intellectual Property

The Company has determined information and communication technologies as essential factors to improve work efficiency. Therefore, every employee is required to take responsibility for the information in their possession and prevent unauthorized access. Dissemination or reproduction of documents that violate the copyright laws are not encouraged, as well as the use of products that infringe on intellectual property.

11. Government

The Company conducts business to strengthen and develop the national prosperity by adhering to relevant laws, rules, regulations and code of conducts according to general business etiquette.



Section 4 Disclosure and Transparency

The Company has information disclosure policy regarding the operations and performance of the company which shall be disclosed in an accurate, complete, consistent, timely, transparent, and reliable manner. Shareholder structure shall be presented clearly to show ultimate shareholders. Details on shareholding structure as well as the corporate governance are available in the annual information disclosure form (56-1 One Report).

Disclosure Policy



[CLICK HERE](#)

- The Company has clearly and transparently established a policy, which had been approved by shareholders, on remuneration for directors. In this regard, the remuneration of the Company's executives is determined with the consideration of remuneration data of companies in the same industry in similar size, the Company's turnover and each executive's performance.
- The Board of Directors is responsible for the consolidated financial statements of the Company and its subsidiaries, as well as the financial information in the annual report. The financial statements are provided in accordance with financial reporting standards by selecting and adhering to appropriate accounting policies with caution and best estimation. Important information shall be sufficiently disclosed in the remarks on financial statements. The Company has appointed the Audit Committee which consists of independent non-executive directors who are responsible for the quality of the Company's financial reports and internal control system.
- The Company has policies to have investor relations managers responsible for complete, accurate, truthful, reliable disclosure of information in a timely and transparent manner, as well as equally and fairly communicating with third parties, such as shareholders, qualified institutional buyers, general investors, analysts, and related departments. The main activities in 2023 are summarized as follows:

Activities	Amount of Activities in 2023
Annual General Shareholders Meeting	1 time
Analyst Meetings	4 times
Opportunity Day	4 times
Statement of operating results to the public communication	4 times
Domestic and International Roadshows	21 times
Company Visits / Conference Calls	98 times

- The Company provides information regarding the Company and its performances, financial statements, and information reported to the Stock Exchange of Thailand. More details are available on the Stock Exchange of Thailand's website at www.set.or.th and the Company's website at www.bangkokchainhospital.com. In cases where investors and related parties have questions or inquiries for additional information, please contact the Finance Director in charge of Investor Relations via email ir@bangkokchainhospital.com or via the Company's website at www.bangkokchainhospital.com or call 02-836-9940

Whistleblowing

Stakeholders may file a complaint regarding operations which violate the laws, a breach of or non-compliance with the Company's regulations via the following channels:

- Email: report@bangkokchainhospital.com
- Postal: Addressed to Complaint Handler, Bangkok Chain Hospital Public Company Limited, World Medical Hospital, 22nd Floor, 44 Moo 4, Chaengwattana Road, Pakkred Subdistrict, Pakkred District, Nonthaburi Province 11120



Section 5 Responsibilities of the Board of Directors

1. Structure of the Board of Directors and Subcommittees

The Company's Board of Directors consists of people with knowledge and capabilities in various fields who play an essential role in determining the Company's policies in collaboration with senior executives, planning both short-term and long-term operations, as well as setting financial policies and risk management and the organization overview. They also have a pivotal role in supervising, inspecting and evaluating the Company's and senior executives' performances to ensure that they align with the plans.

2. Roles, Duties, and Responsibilities of the Board of Directors

The Company's Board of Directors engages in establishing the Company's visions, missions, strategies, goals, business plans, and budgets. Additionally, they oversee the management to ensure efficient and effective implementation of business plans, as well as establishing internal control systems, internal audits, and appropriate risk management measures. These operations have been regularly monitored in the Board of Director meetings. Moreover, scope of powers of the Board of Directors, Audit Committee, Executive Committee, Sustainability, Governance and Risk Management Committee, Nomination and Remuneration committee, as well as the Chief Executive Officer has been clearly and transparently determined.

The Company has established regulations and guidelines of business code of conduct in writing, as well as penal provisions. This is intended to guide stakeholders in carrying out their duties in line with the Company's missions with integrity. The Company has policies and procedures for addressing ethical issues, ensuring compliance with laws, moral standards, and societal customs. Furthermore, the Company upholds ethical practices concerning service charges and service recipients have the right to request details and expense for medical treatments. The Company adheres to the Health Facility Act B.E. 2541 (1998) and also complies with ethical standards in public relations, adhering to the Private Health Facility Act.

The Company has a clear management structure and measures to prevent conflicts of interest. For example, in case the Company deems that conflicts of interest may arise from any directors, such director shall abstain from voting. The Company has appointed the Audit Committee to share opinions and review the validity of related transactions to present to the Board of Directors. In addition, the Company has disclosed related transactions in the financial statements in accordance with established financial reporting standards.

3. Recruitment Criteria and the Appointment Process of Directors

For the selection of company directors, the Board of Directors collectively reviews and selects individuals to serve as directors, taking into consideration the board diversity, necessary skills and experiences of directors, qualifications and expertise beneficial to the company or a Board Skills Matrix. The suitability is assessed based on qualifications, experiences, expertise, and past performance as company directors. Additionally, there is no gender bias to enhance diversity in the recruitment of qualified individuals as directors who shall have no prohibited characteristics according to laws and the Notification of the Securities and Exchange Commission, Thailand. Furthermore, the Board of Directors meeting No. 2/2023 on February 28, 2023 appointed the Nomination and Remuneration Committee to support the recruitment and selection of directors with qualifications suitable for the Company's business strategies, as well as evaluating performance and considering appropriate remuneration.

The procedures of appointing the Board of Directors are as follows:

1. One shareholder holds one vote per share.
2. Shareholders shall cast their votes to individually elect directors.
3. Individuals who receive the highest number of votes in descending order are elected as directors, up to the designated number of directors. In the event that the number of individuals with tie votes exceeds the designated number of directors, the Chairman shall cast the deciding vote.

4. Board of Directors Meeting

The Board of Directors determines at least 4 meetings per year with additional extraordinary meetings held as necessary. Clear agendas are set in advance with regular performance monitoring agenda. The Company sends invitation letters along with the agendas and documents at least 7 days prior to the meeting to provide directors sufficient time to review the information before attending the meeting. Furthermore, the Board of Director meeting No. 1/2024 held on January 19, 2023 appointed an independent director to jointly determine the agendas of the Board of Director meetings to ensure compliance with corporate governance code for registered companies in accordance with Principle 3 Strengthen Board Effectiveness that balances power between the management division and the Board of Directors.

In each meeting, the Chairman provides an opportunity for each director to express their opinions independently. In cases where any director has a vested interest in the matter under consideration, he or she is required to inform the meeting, refrain from expressing opinions, and abstain from voting on that specific matter. The minimum quorum required for decision-making at a board meeting is at least two-thirds of the entire board.

5. Remuneration

The Company has established a clear and transparent remuneration policy for directors, which has been approved by shareholders. The remuneration for executives is determined with the consideration of remuneration data of companies in the same industry in similar size, the Company's turnover and each executive's performance. Furthermore, the Board of Directors meeting No. 2/2023 on February 28, 2023 appointed the Nomination and Remuneration Committee to support the recruitment and selection of directors with qualifications suitable for the Company's business strategies, as well as evaluating performance and considering appropriate remuneration for directors.

6. Internal Control and Audit System

The Company places importance on effective internal control system at both the management and operational levels. Clear responsibilities and authorities for employees and executives have been defined. There are controls in place to oversee asset usage and duties are segregated among employees, control monitors, and evaluators to ensure appropriate checks and balances. Additionally, the Company has an internal control system related to financial operations, including a financial reporting system that presents reports to the executives in charge.

The Company has appointed internal auditors from Dharmniti Internal Audit Co., Ltd., an independent internal audit firm, with appropriate qualifications to serve as the Company's internal auditors. The selection is based on the adequacy of personnel, experience, knowledge, skills, and independence of the internal auditors to perform the duties of auditing various parts of the Company's operations. This is in accordance with the specified evaluation criteria for the adequacy of the internal control system.

The internal audit department is responsible for examining the operations of all units, conducting regular audits based on the annual audit plan, including the inspection of bookkeeping, bank deposit transactions, as well as conducting physical counts of inventory and fixed assets. In case of suspicion or any abnormal incidents within any unit, the internal audit department promptly investigates the operations of that unit the truth is ascertained. Then, the internal audit department regularly compiles audit reports and informs the Audit Committee of their findings.

7. Director and Executive Development

The Company's Board of Directors has a policy to promote and facilitate trainings and knowledge enhancement for its directors and executives to continuously improve and perform duties effectively through both internal and external training programs. Each member of the Board of Directors is required to undergo trainings to understand their roles as directors, committee members, and senior executives. The Board of Directors has participated in training courses provided by the Thai Institute of Directors (IOD), including the Director Certification Program (DCP) and the Director Accreditation Program (DAP).

For the orientation of new directors, the Board of Directors assigns the Company Secretary to prepare various information for the new directors. This is to ensure that the new directors are briefed on their roles, duties, responsibilities, the Company's policies, business information, and corporate governance practices before they assume their duties. This initiative aims to promote knowledge and understanding of the business for all directors, supporting them in performing their duties efficiently. Additionally, the Company has a policy to consistently enhance the knowledge of both directors and executives.

6.2 Business Code of Conduct

The Company's Board of Directors is committed to conducting business with integrity and fairness by establishing the Business Code of Conduct in writing. The code of conduct is intended to be used and disseminated to all directors, executives, and employees to ensure understanding of the ethical standards the Company adheres to in its business operations. It also serves as a guideline to demonstrate the Company's intention of transparent and responsible business practices with consideration of stakeholders, society, and environment. The aforementioned code of conduct reflects the Company's values and guidelines for employees' behavior and work practices within established ethical frameworks. The Company conducts announcements, training sessions, and internal communications in various forms to ensure that everyone is aware of and strictly adheres to the ethical frameworks. This has been closely monitored by the Board of Directors to ensure strict compliance with these codes of conduct.

6.3 Significant Changes and Developments in Corporate Governance Policies and Practices in the Past Year

The Company adheres to and follows the principles of good corporate governance in its operations through the Board of Directors, executives, and employees and considers good corporate governance principles as a crucial factor in promoting its overall success as a socially responsible organization. The Board of Directors meeting No. 1/2024 on January 19, 2024 reviewed its policies and guidelines on corporate governance in accordance with the guidelines announced by The Securities and Exchange Commission, Thailand (SEC) or Principles of Good Corporate Governance for Listed Companies 2017 (CG Code). This serves as a framework for the Board of Directors and the listed companies to apply in their corporate governance practices for good turnover in a long run. Additionally, the Board of Directors has reviewed policies, guidelines, and charters of all committees to ensure alignment with current business operations and situations.

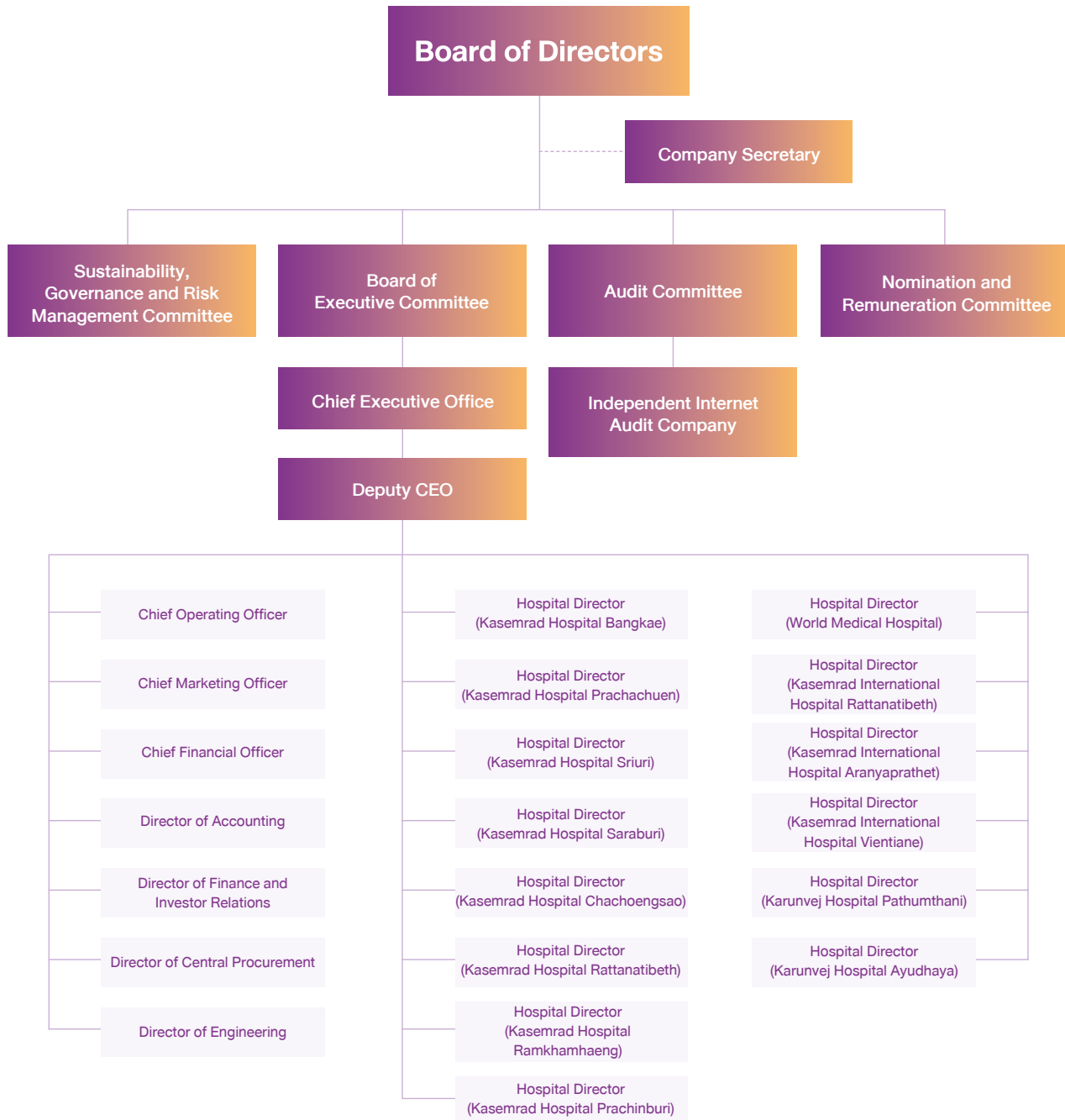
In 2023, the Company underwent developments and improvements in its policies and corporate governance as follows:

- Conducted and disseminated the Supplier Code of Conduct to place an emphasis on fair and reasonable procurement, as well as engaging in business activities with partners who are environmentally responsible to foster positive relationships and enhance their capabilities along with the Company's growth.
- Conducted and reviewed human rights policies to raise awareness of the importance of fair and equitable treatment towards employees, including equal treatment regardless of gender, religion, culture, and ethnicity.
- Reviewed and improved the succession planning policy to plan the recruitment and selection of personnel with the knowledge and skills aligned with the strategic management direction, including properly identifying and preparing to fill key positions or core job positions that may become vacant in the future.
- Reviewed and improved the charters of the Board of Directors and the subcommittees to ensure alignment with Principles of Good Corporate Governance for Listed Companies and that they are suitable for the Company's situation and policies.
- Considered expanding the scope of powers of the Risk Management Committee into the Sustainability, Governance and Risk Management Committee to elevate the organization's operational and risk management practices to align with sustainable business development guidelines across environmental, social, and good corporate governance dimensions.
- Considered appointing the Nomination and Remuneration Committee to support the recruitment and selection of directors with qualifications suitable for the Company's business strategies, as well as considering appropriate remuneration for directors.

7. Corporate Governance Structure and Key Information Regarding the Board, Subcommittees, Executives, Employees, and Others

7.1 Corporate Governance Structure

Internal structure of Bangkok Chain Hospital Public Company Limited^{1/}



As of 31 December 2023

Note: 1/ The Board of Directors meeting No. 2/2023 on February 28, 2023 approved the expansion of the scope of powers of the Risk Management Committee into the Sustainability, Governance and Risk Management Committee to elevate the organization's operational and risk management practices to align with sustainable business development guidelines in terms of environment, social, and corporate governance (ESG) and appointed the Nomination and Remuneration Committee to support the recruitment and selection of directors with qualifications suitable for the Company's business strategies, as well as considering appropriate remuneration for directors.
















7.2 Information on the Board






















7.2.1 Composition of Board of Directors

The Company's Board of Directors consists of 12 directors.

No.	Name	Position
(1)	Asst. Prof. Dr. Somporn Harnphanich, M.D.	Chairman of the Board of Director
(2)	Prof. Dr. Chalerm Harnphanich, M.D.	Director
(3)	Ms. Pornluck Harnphanich, M.D.	Director
(4)	Mr. Kantaporn Harnphanich	Director
(5)	Mr. Phinij Harnphanich	Director
(6)	Ms. Pornsuda Harnphanich	Director
(7)	Mr. Voravee Kiatinijomsak	Director
(8)	Mr. Surapant Taweewikayakarn, M.D.	Director
(9)	Assoc. Prof. Virach Aphimeteetamrong, Ph.D.	Independent Director
(10)	Mr. Siripong Sombutsiri	Independent Director
(11)	Prof. Piphob Veraphong	Independent Director
(12)	Mr. Thawat Suntrajarn, M.D.	Independent Director

The aforementioned 12 directors have been appointed with the consideration of the board diversity, necessary skills and experiences of directors, qualifications and expertise beneficial to the company or a Board Skills Matrix. The suitability is assessed based on qualifications, experiences, expertise, and past performance as company directors. The Board Skills Matrix can be summarized as follows:

No	Name	Position	Expertise
(1)	Asst. Prof. Dr. Somporn Harnphanich, M.D.	Chairman of the Board of Directors, Member of Executive Committee, Deputy CEO, Member of Sustainability, Governance and Risk Management Committee	    
(2)	Prof. Dr. Chalerm Harnphanich, M.D.	Director, Chairman of the Executive Committee, Chief Executive Officer	    
(3)	Ms. Pornluck Harnphanich, M.D.	Director, Member of Executive Committee, Member of Sustainability, Governance and Risk Management Committee	    

No	Name	Position	Expertise
(4)	Mr. Kantaporn Harnphanich	Director, Member of Executive Committee	   
(5)	Mr. Phinij Harnphanich	Director	  
(6)	Ms. Pornsuda Harnphanich	Director, Member of Executive Committee, Member of Sustainability, Governance and Risk Management Committee, Nomination and Remuneration Committee	       
(7)	Mr. Voravee Kiatinnyomsak	Director, Member of Executive Committee, Member of Sustainability, Governance and Risk Management Committee	    
(8)	Mr. Surapant Taweewikayakarn, M.D.	Director, Member of Executive Committee	  
(9)	Assoc. Prof. Virach Aphimeteetamrong, Ph.D.	Independent Director and Chairman of the Audit Committee	    
(10)	Mr. Siripong Sombutsiri	Independent Director and Audit Committee, Chairman of the Nomination and Remuneration Committee	    
(11)	Prof. Piphob Veraphong	Independent Director and Audit Committee	     
(12)	Mr. Thawat Suntrajarn, M.D.	Independent Director, Nomination and Remuneration Committee	  



Medicine and hospital management



Accounting



Finance



Law



Sales and marketing strategies



Business management and code of conduct



Economy



Risk management



Information technology

More details on the qualifications and experiences of all 12 directors are available in Attachment 1, as well as details on the Board of Directors, executives, authorized persons, individuals appointed with ultimate responsibility in the accounting and finance divisions, those directly responsible for overseeing accounting, and the Company Secretary.

7.2.2 Authorized Directors according to Business Registration Certificate are as follows:

Directors who are authorized signatories include Prof. Dr. Chalerm Harnphanich, M.D., Asst. Prof. Dr. Somporn Harnphanich, M.D., Ms. Pornluck Harnphanich, M.D., Mr. Kantaporn Harnphanich, Ms. Pornsuda Harnphanich where two directors jointly sign and affix the Company's seal.

7.2.3 Scope of powers of Board of Directors

The Company's Board of Directors holds authorities, duties, and responsibilities for managing the Company in accordance with laws, company objectives and regulations as well as the resolutions of the shareholder meetings that are lawful in terms of integrity, honesty, and prudence to safeguard the Company's interests. In summary, the key authorities, duties, and responsibilities are as follows:

1. Arrange the preparation of financial statements, including the profit and loss statements as of the end of the accounting period, which have been audited, and present them at the shareholder meetings for consideration and approval.
2. The Board may delegate authority to one or more directors or any other persons to perform any specific act on behalf of the Board under its control. The Board may also delegate authority to empower such individuals as the Board deems appropriate, within a timeframe determined by the Board. The Board has the right to revoke, withdraw, modify, or amend designated persons or the authority granted as deemed appropriate.

Moreover, the Board may delegate authority to the Executive Committee with specific details within the scope of powers of the Executive Committee. The delegated authority must not involve granting powers that would enable the Executive Committee to consider and approve transactions that may result in the Executive Committee or persons with possible conflicts' vested interest or conflict of interest with the Company or its subsidiaries, except for approving transactions that align with the policies and criteria previously considered and approved by the Board.

3. Set goals, guidelines, policies, and budgets, as well as overseeing the management and operations of the Executive Committee in accordance with the assigned policies. Legal matters that require approval from the shareholder meeting before implementation include capital increase, capital reduction, issuance of debentures, sale or transfer of the entire or part of the Company's business to other parties, and the acquisition or transfer of business from other companies, and the amendment to memorandum. Additionally, the Board has responsibilities in supervising the Company to comply with securities and exchange laws and the Stock Exchange's regulations such as related party transactions, and the buying or selling of significant assets according to the criteria set by the Stock Exchange of Thailand or relevant laws pertaining to the Company's business.
4. Consideration of the management structure involves appointing the Executive Committee, the Chief Executive Officer, and other committees as deemed appropriate.
5. Monitor the performances to ensure continuous alignment with strategic plans and budgets.
6. Consider and approve interim dividend payments to shareholders when the Company has earned sufficient profits to do so. Report the details of such dividend payments at the next shareholder meeting.
7. Review, approve, and adhere to policies or guidelines related to the Company's anti-corruption, as well as defining responsibilities for executives to manage effective communication to all personnel and stakeholders to ensure acknowledgement and compliance.

7.2.4 Scope of Powers of Chairman of the Board of Directors

1. The Chairman of the Board is responsible for overseeing the implementation of strategic policies and operational guidelines in the management division. This includes providing guidance and support for the management division's business operations but does not involve the day-to-day management of the Company.
2. The Chairman of the Board serves as the chairman at both the Company's board meetings and shareholder meetings. The chairman encourages all board members to participate throughout the meetings, as well as overseeing the board meetings and shareholder meetings to ensure that they are successfully accomplished.
3. Be responsible as the Chairman of the Board of Directors for overseeing, monitoring, and managing operations of the Board and other subcommittees to achieve the objectives of established plans in accordance with laws, principles of good corporate governance, and business code of conduct and also accountable to relevant shareholders and stakeholders.
4. Serve as the chairman of the Company's board meetings and shareholder meetings.
5. Cast the deciding vote in the event of a tie vote during the board meetings.

7.3 Information on Subcommittees

The Company has appointed 4 subcommittees as follows:

- (1) Audit Committee
- (2) Executive Committee
- (3) Sustainability, Governance and Risk Management Committee
- (4) Nomination and Remuneration Committee

To facilitate the operations of the Company's Board of Directors, the aforementioned subcommittees are responsible for reviewing and considering specific matters of importance. The Board of Directors shall provide approval for the appointment of subcommittee members, the formulation of subcommittee charters to establish relevant regulations, the composition of subcommittees, or the determination of scope of powers, duties, responsibilities, and other matters related to the subcommittees, as deemed appropriate by the Board of Directors. Additionally, The Board of Directors shall review the charters of each subcommittee annually.

7.3.1 Audit Committee

The Audit Committee consists of 3 directors.

No.	Name		Position
(1)	Assoc. Prof. Virach	Aphimeteetamrong, Ph.D	Chairman of the Audit Committee
(2)	Mr. Siripong	Sombutsiri	Audit Committee
(3)	Prof. Piphob	Veraphong	Audit Committee

Scope of Powers of Audit Committee

Scope of powers, roles, and responsibilities of the Audit Committee as assigned by the Board of Directors and the reporting to the Board are as follows:

1. Review the accuracy, adequate disclosure, and the reliability of the Company's financial reports.
2. Review the suitability and effectiveness of the Company's internal control system and internal audit.
3. Participate in the evaluation of the qualifications and skills of the Chief Financial Officer and the Director of Accounting Department.
4. Consider the selection, appointment, and approval of remuneration of the firm that provides internal audit services for the Company, taking into account the knowledge, skills, and experience of the personnel of the respective firm, as well as approving the annual internal audit plan. In the case where the Company establishes its own internal audit unit, the Audit Committee shall approve the appointments, transfers, and withdrawals, as well as assessing the annual performance of the personnel responsible for the internal audit unit.
5. Consult and review the audit scope and plan of internal auditors and the Company's auditors to ensure alignment and coordination.
6. Conduct reviews and examinations in collaboration with internal auditors regarding audit findings, observations, and recommendations.
7. Review to ensure that the Company adheres to securities and exchange laws, the Stock Exchange's regulations, and relevant laws pertaining to the Company's business.
8. Consider, select, propose appointments and remuneration of the Company's auditors, taking into account their independence, reliability, adequacy of resources, and the volume of audit work performed by the respective audit firm. This includes considering the experience of the personnel assigned to conduct the Company's audit, as well as attending meetings with the auditors without the presence of the management division at least once a year.
9. Conduct reviews and examinations in collaboration with internal auditors regarding financial reports, observations, and recommendations.
10. Review to ensure that the Company adheres to its anti-corruption policies.
11. Consider the Company's information disclosure in cases where there are related party transaction or transactions that may involve conflicts of interest, ensuring accuracy, completeness, and compliance with legal requirements and stock market regulations. This is to ensure that such transactions are reasonable and in the best interest of the Company.
12. Prepare the Audit Committee report to be disclosed in the Company's annual report. The report must be signed by the Chairman of the Audit Committee and include, at a minimum, the following information:
 - The opinion regarding the accuracy, completeness, and reliability of the Company's financial report
 - The opinion regarding the adequacy of the Company's internal control system
 - The opinion regarding the compliance with securities and exchange laws, the Stock Exchange's regulations, or relevant laws pertaining to the Company's business
 - The opinion regarding the suitability of the auditors
 - The opinion regarding potential conflicting of interest
 - The number of audit committee meetings and the attendance of each member

- The overall opinions or observations received by the Audit Committee regarding the fulfillment of duties in accordance with the charter
- Other particulars that are deemed necessary for shareholders and general investors to be aware of within the scope of duties and responsibilities assigned by the Company's Board of Directors

- Any other operations carried out as assigned by the Company's Board of Directors with the approval of the Audit Committee.
- Possess the authority to conduct audits and inspection as necessary on various matters, including seeking independent professional advice when deemed necessary by the Company's expenses, to ensure the effective fulfillment of duties and responsibilities.
- Regularly review and amend the audit committee charter annually to ensure the relevance and appropriateness in alignment with the organizational environment.

In carrying out the aforementioned duties, the Audit Committee holds direct responsibility to the Board of Directors, while the Board of Directors also bears responsibility for the Company's operations to external parties.

7.3.2 Executive Committee

The Executive Committee consists of 8 directors.

No.	Name		Position
(1)	Prof. Dr. Chalerm	Harnphanich, M.D.	Chairman of Executive Board
(2)	Asst. Prof. Dr. Somporn	Harnphanich, M.D.	Executive Director
(3)	Ms. Pornluck	Harnphanich, M.D.	Executive Director
(4)	Mr. Kantaporn	Harnphanich	Executive Director
(5)	Ms. Pornsuda	Harnphanich	Executive Director
(6)	Mr. Surapant	Taweewikayakarn, M.D.	Executive Director
(7)	Mr. Dhiti	Pattanakumjorn, M.D.	Executive Director
(8)	Mr. Voravee	Kiatiniyomsak	Executive Director

Additionally, the Company has appointed executives to take responsibility for its various aspects, based on qualifications, expertise, and relevant work experience suitable for their respective positions including procurement, accounting, finance, human resources, medical services, nursing, and quality assurance.

Scope of Powers of Executive Committee

The Executive Committee has the authorities, duties, and responsibilities to manage the normal operations and administrative tasks of the Company. This includes establishing policies, business plans, budgets, organizational structures, and various administrative powers of the Company. Criteria for conducting business are aligned with the economic conditions to present to the Company's Board of Directors for consideration, approval, and/or endorsement. The committee also oversees and monitors the Company's performance in accordance with the established policies. In summary, the key authorities and responsibilities are as follows:

1. Conduct the Company's operations and manage its affairs in accordance with the objectives, regulations, policies, rules, stipulations, orders, and resolutions of the Board of Directors and/or resolutions adopted at shareholder meetings in all respects.
2. Consider and establish policies, directions, and strategies of the Company's business operations, financial plans, budgets, human resource management, information technology investments, expansion plans, public relations, and governance controls to ensure that the appointed committees achieve their goals to present to the committee meetings for further consideration.
3. Consider the allocation of the annual budget as presented by the management division before presenting it to the Board of Directors for consideration and approval. This includes reviewing and approving changes and additions to the annual expenditure budget during periods without Board of Director meetings and presenting them to the Board for acknowledgement at the next meeting.
4. Approve significant investment expenditures as specified in the annual expenditure budget, as assigned by the Board of Directors or as previously resolved in principle by the Board of Directors.
5. Have the authority to consider and approve loans, credit facilities, or any form of company financing within the limit of 100 million baht per transaction.
6. Have the authority to approve and withdraw funds from all company accounts, utilize credit from any bank or financial institution held by the Company, including opening various accounts and/or requesting credit in various forms from banks or financial institutions. Furthermore, the committee has the authority to pledge various securities of the Company as collateral, whether registered or unregistered.
7. Serve as an advisory body to the management division on matters related to financial policies, marketing, human resource management, and other operating activities.
8. Consider the Company's profit and loss, propose interim or annual dividend payments, and present them to the Board of Directors for approval.
9. Establish the organizational structure, management authority, including appointment, hiring, transfer, remuneration determination, compensation, and bonuses for executive-level employees who do not hold executive director positions. This excludes the Chief Executive Officer and dismissal.
10. Have the authority to delegate authority to one or more directors or any other persons to perform any specific act under the control of the Executive Committee. The committee may also delegate authority to empower such individuals as the Executive Committee deems appropriate, within a timeframe determined by the Executive Committee. The Executive Committee may revoke, withdraw, modify, or amend designated persons or the authority granted as deemed appropriate.
11. Initiate the development of policies or guidelines related to anti-corruption and the creation of values in combating corruption within the Company.
12. Undertake any other tasks assigned from time to time by the Board of Directors.

However, the authority of the Executive Committee shall not include the approval of any transactions that may involve conflicts of interest, or transactions in which the Executive Committee or individuals related to the committee have a vested interest or benefit in a manner that conflicts with the Company or its subsidiaries, as per the regulations of the Stock Exchange of Thailand. Such transactions shall be presented to the Board of Directors and/or shareholders meetings for consideration and approval, as stipulated by the Company's regulations or relevant laws.

Scope of Powers of Chief Executive Officer

1. Oversee and manage the day-to-day operations and/or daily business activities of the Company.
2. Operate or carry out tasks in accordance with the policies, plans, and budgets approved by the Company's committee and/or the Executive Committee.
3. Serve as the authorized representative of the Company in managing its business in accordance with the objectives, regulations, policies, rules, stipulations, orders, resolutions of the shareholder meetings and/or resolutions of the Board meetings and the Executive Committee meetings in all respects.
4. Have the authority to appoint and manage subcommittees for the benefit and efficiency of good and transparent management, possess the power to sub-delegate and/or assign tasks to other individuals to perform any specific act on their behalf, within the scope of authority granted as defined in this power of attorney, and/or in accordance with the regulations, stipulations, or orders prescribed by the Company's Board of Directors and/or the Company.
5. Define the missions, objectives, guidelines, and policies of the Company, including giving commands and overseeing the overall operations.
6. Monitor and evaluate the Company's operations consistently to prevent risks from various internal and external factors.
7. Consider entering into contracts related to the Company's normal business operations, such as contracts for healthcare services and contracts for medical services in accordance with the Social Security Act B.E. 2533 (1990), contracts for medical services within the Universal Health Coverage Scheme and procurement contracts, as well as indicating steps and methods for preparing such contracts, which shall be presented to the Executive Committee and the Board of Directors for acknowledgement.
8. Have the authority to consider hiring employees, including appointments, transfers, reassignments across departments, or termination of employment. This includes determining salary rates, compensation, bonuses, as well as welfare for all employees of the Company.
9. Have the authority to issue orders, regulations, announcements, records, to ensure that the operation is carried out in accordance with the policies and for the Company's interest, and to maintain discipline and internal working procedures within the organization.
10. Perform other duties as from time to time assigned by the Board of Directors.

In order to maximize the efficiency in performing duties, the Chief Executive Officer shall not hold a position in any other listed company. The Chief Executive Officer has the authority to delegate power to individuals as deemed appropriate, excluding the authority and/or delegation of power to approve any transactions that may involve the Chief Executive Officer or persons with possible conflicts' vested interest, or result in any other form of benefit that conflicts with the Company or its subsidiaries, in accordance with the criteria of the Stock Exchange of Thailand. Such transactions shall be presented to the Board of Directors and/or shareholders meetings for consideration and approval, as stipulated by the Company's regulations or relevant laws.

7.3.3 Sustainability, Governance and Risk Management Committee^{1/}

The Sustainability, Governance and Risk Management Committee consists of 8 directors.

No.	Name	Position
(1)	Mrs. Saifon Chaimongkol	Chairman of Sustainability, Governance and Risk Management Committee
(2)	Asst. Prof. Dr. Somporn Harnphanich, M.D. ^{2/}	Sustainability, Governance and Risk Management Committee
(3)	Ms. Pornluck Harnphanich, M.D.	Sustainability, Governance and Risk Management Committee
(4)	Ms. Pornsuda Harnphanich	Sustainability, Governance and Risk Management Committee
(5)	Mr. Voravee Kiatiniyomsak	Sustainability, Governance and Risk Management Committee
(6)	Ms. Supotjane Hahtapornsawan, M.D.	Sustainability, Governance and Risk Management Committee
(7)	Ms. Anchalee Kengkijakarn	Sustainability, Governance and Risk Management Committee
(8)	Ms. Vimomarn Krishnakalin ^{2/}	Sustainability, Governance and Risk Management Committee

Additionally, the Company has established subcommittees comprising representatives with expertise in various relevant areas of business operations to evaluate and manage risks comprehensively across the Company such as the procurement, accounting, finance, human resources, pharmaceuticals, and addressing various complaints. This also encompasses the information technology risk.

Note: ^{1/}The Board of Directors meeting No. 2/2023 on February 28, 2023 approved the expansion of the scope of powers of the Risk Management Committee into the Sustainability, Governance and Risk Management Committee to elevate the organization's operational and risk management practices to align with sustainable business development guidelines in terms of environment, social, and corporate governance (ESG)

^{2/}Asst. Prof. Dr. Somporn Harnphanich, M.D. and Ms. Vimomarn Krishnakalin have been appointed as members of the Sustainability Committee at the Board of Directors meeting No. 2/2023 on February 28, 2023.

Scope of Powers of Sustainability, Governance and Risk Management Committee

1. Establish policies, goals, and practices related to sustainability and corporate governance covering economic, social, and environmental dimensions to support the sustainable business operation in a long run and present them to the Board of Directors for approval, as well as reviewing policies, goals, and practices to align with the Company's operational direction or strategies.
2. Support and promote collaboration in implementing sustainability initiatives throughout the organization by fostering knowledge and understanding among the Board, executives, and employees regarding sustainability, corporate governance, and organizational risk management. Additionally, the committee supports the integration of sustainability operations with the Company's strategies and plans to achieve the organization's sustainability goals.

3. Oversee operations and provide advice and recommendations on sustainability operations, including monitoring performance both internal and external sustainability indicators. Additionally, the committee supervise reporting or disclosure of information related to sustainability.
4. Support, oversee, and monitor operations to ensure compliance with laws, regulations, or stipulations of regulatory and relevant government agencies, as well as upholding good corporate governance principles in alignment with the Company's business code of conduct and good corporate governance principles.
5. Consider, review, and present organizational risk management policies and frameworks to the Board of Directors for consideration.
6. Review and provide approval for acceptable levels of risk, and present them to the Board of Directors for acknowledgment.
7. Oversee the business development and implementation in accordance with organizational risk management policies and frameworks consistently, ensuring that the Company maintains an efficient and continuous organization-wide risk management system.
8. Review organizational risk management reports to monitor significant risks and take actions to ensure that the organization has adequate and appropriate risk management.
9. Coordinate with the Audit Committee regarding critical organizational risks and collaborate with the internal audit department to ensure that the Company has an appropriate internal control system for risk management. This includes adapting and implementing the risk management system appropriately and consistent practices throughout the organization.
10. Report on sustainability operations, corporate governance, as well as organizational risks and significant risk management to the Board of Directors regularly.
11. Consider appointing working groups related to sustainability operations, corporate governance, and risk management as deemed appropriate. This includes defining roles, responsibilities, and accountability to ensure operational alignment with objectives.
12. Provide guidance and advice to the working groups involved in sustainability operations, corporate governance, and risk management, as well as considering appropriate guideline to address various data amendments related to the development of sustainability operations and the enhancement of the organizational risk management system.
13. Perform any other tasks related to sustainability, corporate governance, and risk management as assigned by the Board of Directors.

7.3.4 Nomination and Remuneration Committee^{1/}

The Nomination and Remuneration Committee consists of 3 directors.

No.	Name	Position
(1)	Mr. Siripong Sombutsiri	Chairman of Nomination and Remuneration Committee
(2)	Mr. Thawat Suntrajarn, M.D.	Nomination and Remuneration Committee
(3)	Ms. Pornsuda Harnphanich	Nomination and Remuneration Committee

In addition, the Company has appointed executives to oversee various functions of the Company based on their qualifications, expertise, and relevant work experience suitable for each position, including the accounting, finance, and human resources departments.

Note: ^{1/}The Board of Directors meeting No. 2/2023 on February 28, 2023 appointed the Nomination and Remuneration Committee to support the recruitment and selection of directors with qualifications suitable for the Company's business strategies, as well as considering appropriate remuneration for directors.

Scope of Powers of Nomination and Remuneration Committee

1. Establish criteria and processes for selecting individuals with suitable qualifications to serve as directors of the Board and subcommittees. This includes screening candidates through the defined selection process to present a list of individuals to the Board of Directors and/or at the shareholder meeting for consideration and approval.
2. Propose criteria for evaluating the performance of the committee to the Board of Director to be used in the assessment of overall performance of each committee.
3. Review the succession planning policy to ensure readiness in workforce management and continuous business operations.
4. Consider the model of the remuneration policy and establish appropriate remuneration for the Company's directors and subcommittee members in alignment with the Company's strategies, roles, and responsibilities as stipulated, as well as comparing the remuneration data with other companies in the same industry, which shall be presented to the Board of Directors and/or shareholder meetings for approval.
5. Report to the Board of Directors on the performance of the Nomination and Remuneration Committee.
6. Appoint working groups related to the nomination and remuneration review, ensuring appropriateness, as well as defining roles, responsibilities, and accountability to fulfil the objectives.
7. Perform any other operations related to the nomination and remuneration as assigned by the Board of Directors.



7.4 Information on Company Executives

7.4.1 Names and Positions of Executives (as of December 31, 2023)

No.	Name		Position
(1)	Prof. Dr. Chalerm	Harnphanich, M.D.	Chief Executive Officer
(2)	Asst. Prof. Dr. Somporn	Harnphanich, M.D.	Deputy Chief Executive Officer
(3)	Ms. Pornluck	Harnphanich, M.D.	Chief Operating Officer
(4)	Mr. Kantaporn	Harnphanich	Chief Marketing Officer
(5)	Ms. Pornsuda	Harnphanich	Chief Financial Officer
(6)	Mr. Kittisak	Thanasit, M.D.	Hospital Director (Kasemrad Hospital Bangkai)
(7)	Assoc. Prof. Piya	Netrawichien, M.D.	Hospital Director (Kasemrad Hospital Prachachuen)
(8)	Mr. Itthipong	Yodprasit, M.D.	Hospital Director (Kasemrad Hospital Sriburin)
(9)	Mr. Suchai	Suttikansanee, M.D.	Hospital Director (Kasemrad Hospital Saraburi)
(10)	Mr. Thawatchai	Vanichkorn, M.D.	Hospital Director (Kasemrad Hospital Chachoengsao)
(11)	Mr. Jorn	Jiranakorn, M.D.	Hospital Director (Kasemrad Hospital Rattatibeth)
(12)	Mr. Montien	Pengsombat, M.D.	Hospital Director (Kasemrad Hospital Ramkhamhaeng)
(13)	Prof. Adisorn	Patradul, M.D.	Hospital Director (World Medical Hospital)
(14)	Mr. Surapant	Taweewiyakarn, M.D.	Hospital Director (Kasemrad International Hospital Rattatibeth)
(15)	Mr. Saman	Chaisit, M.D.	Hospital Director (Kasemrad Hospital Prachinburi)
(16)	Mr. Jakapan	Bhongsatiern M.D.	Hospital Director (Kasemrad International Hospital Vientiane)
(17)	Mr. Pongnarin	Chatrungsan M.D.	Acting Hospital Director (Karunvej Hospital Pathumthani)
(18)	Mr. Thanawat	Wattanawongpiyo, M.D.	Hospital Director (Karunvej Hospital Ayudhaya)
(19)	Mr. Dhiti	Phatthanakamjorn, M.D.	Hospital Director (Kasemrad International Hospital Aranyaprathet)
(20)	Mr. Voravee	Kiatiniyomsak	Director of Accounting and Company Secretary
(21)	Mrs. Saifon	Chaimongkol	Director of Central Procurement
(22)	Mr. Wikrom	Chuvorachaikul	Director of Engineering

7.4.2 Policy on Remuneration for Directors and Executives

The Company has established clear and transparent remuneration for its directors, which has been approved at shareholder meetings. The remuneration for directors is set at an appropriate level, aligning with industry standards and commensurate with the roles and responsibilities assigned. The remuneration for executives adheres to principles and policies established by the Board, in connection with the Company's turnover and the individual performance of each executive.

7.4.3 Total Remuneration for Directors and Executives

The Annual General Meeting 2023 on April 21, 2023 passed a resolution to approve the remuneration for directors for the fiscal year 2023. The details are as follows:

Position	Remuneration (baht/month)	Commission (baht/year)	Other benefits
Chairman of the Audit Committee	65,000.00	785,800.00	-None-
Audit Committee	60,000.00	723,800.00	-None-
Director	55,000.00	661,800.00	-None-

The remuneration for directors for the year ended December 31, 2023 is detailed as follows:

(Unit: Baht)

No.	Name	Position	Remuneration	Pension	Total
(1)	Asst. Prof. Dr. Somporn Harnphanich, M.D.	Chairman of the Board of Director	660,000	661,800	1,321,800
(2)	Prof. Dr. Chalerm Harnphanich, M.D.	Director	660,000	661,800	1,321,800
(3)	Ms. Pornluck Harnphanich, M.D.	Director	660,000	661,800	1,321,800
(4)	Mr. Kantaporn Harnphanich	Director	660,000	661,800	1,321,800
(5)	Mr. Phinij Harnphanich	Director	660,000	661,800	1,321,800
(6)	Ms. Pornsuda Harnphanich	Director	660,000	661,800	1,321,800
(7)	Mr. Voravee Kiatiniyomsak	Director	660,000	661,800	1,321,800
(8)	Mr. Surapant M.D. Taweewikayakarn,	Director	550,000	-	550,000
(9)	Assoc. Prof. Virach Aphimeteetamrong, Ph.D.	Independent Director and Chairman of Audit Committee	780,000	785,800	1,565,800
(10)	Mr. Siripong Sombutsiri	Independent Director and Audit Committee	720,000	723,800	1,443,800
(11)	Prof. Piphob Veraphong	Independent Director and Audit Committee	720,000	723,800	1,443,800
(12)	Mr. Thawat Suntrajarn, M.D.	Independent Director	660,000	661,800	1,321,800
(13)	Mr. Pumipat Chatnoraset ^{2/}	Director	-	472,200	472,200
Total			8,050,000	8,000,000	16,050,000

Note: ^{1/} Board of Directors' Meeting No. 2/2023 on 28 February 2023 approved a resolution to appoint Mr. Surapant Taweewikayakarn, M.D. to be a member of the Board of Directors.

^{2/} Mr.Pumipat Chatnoraset resigned as a director of the company since 21 September 2022.

The remuneration for the Executive Committee and executives of the Company and its subsidiaries, totaling 22 individuals for the year ended December 31, 2023, including salaries and bonuses, amounts to 223.22 million baht. The payment of remuneration to the Executive Committee and executives adheres to the principles and policies set by the Board of Directors, aligning with the roles and responsibilities assigned and in connection with the Company's turnover and the individual performance of each executive.

7.5 Information on Employees

As of December 31, 2023, the Company and its subsidiaries has a total of 8,591 employees.

Type	Number of employees
Doctors	1,885
Nurses and nursing assistants	3,010
Medical operations and support officers and general employees	3,696
Total	8,591

• Compensation for Employees and Provident Fund

Employee compensation for the year ended December 31, 2023 includes salary and other benefits such as bonus, overtime pay, social security fund contributions, and provident fund contributions* totaling 2,288.75 million baht (*The Company and its subsidiaries have established a provident fund for employees based on their voluntary participation. The Company and its subsidiaries contribute at a rate ranging from 2-15% of the monthly salary of employees.). There are 1,162 employees who have joined the provident fund with the Company and its subsidiaries, accounted for 13.52% of total employees.

In addition to providing appropriate compensation to employees based on economic conditions, competitiveness, and labor market trends, the Company has established basic welfare and other benefits. These include healthcare benefits for both inpatient and outpatient cases, annual health check-ups for all employees based on age-related risk factors, funeral subsidy for family members, days off, and a fitness room for exercise.

• Personnel Development Policy

The Company has a policy for the personnel development, aiming to enhance the knowledge and skills of every employee, fostering outstanding performance and preparing them for continuous changes. The Company implements this policy through planning, performance evaluations, and considerations for annual bonuses. Additionally, the Company utilizes Key Performance Indicators (KPIs) in performance assessments to stimulate a creative and innovative thinking environment, fostering a culture that generates shared value for sustainable growth.

• Employee Training

In 2023, the Company supported the training and development of its personnel through both internal and external training courses, such as fundamental safety, internal safety practices in hospitals, and basic life support. Other trainings include energy conservation to instill an organizational culture and consciousness among employees at all levels, fostering collaboration and responsibility for environmental management. This encompasses efficient and sustainable resource utilization. Further details regarding employee development and training are available in the Company's sustainability report 2023.

7.6 Other Important Information

7.6.1 Company Secretary

The Board of Directors appointed Mr. Voravee Kiatiniyomsak, Director of Accounting, as Company Secretary effective on January 14, 2016 onwards. The qualifications and responsibilities of the Company Secretary are outlined in Attachment 2.

7.6.2 Investor Relations Unit

The Company has established an Investor Relations Unit to facilitate communication and provision of information to shareholders, analysts, and interested parties. The highest responsibility for this unit lies with Ms. Vimomarn Krishnakalin, Associate Director of Finance and Investor Relations, who oversees the accuracy and completeness of information disclosure, ensuring its alignment with the truth. Interested parties can contact the Company for information through the Investor Relations Unit at the following phone number: 02-836-9940 or ir@bangkokchainhospital.com

7.6.3 Head of Internal Audit Department

Ms. Wantanee Wongbutrod, who holds the position of Deputy Director of the Internal Audit Department 2 of Dharmniti Internal Audit Co., Ltd., has been designated as the Company's internal auditor. Further details about the Head of Internal Audit Department are available in Attachment 4.

7.6.4 Individuals Directly Responsible for Accounting Supervision

Mr. Voravee Kiatiniyomsak, who holds the position of Director of Accounting Department at the central office, has been directly assigned the responsibility for overseeing and controlling accounting functions. He is tasked with supervising and ensuring the efficiency of the Company's accounting transactions in accordance with the regulations, requirements, criteria set by the Company, and the accounting standards.

Note: Mr. Voravee Kiatiniyomsak is a qualified accountant who meets the complete criteria set by the Department of Business Development and has undergone Continuing Professional Development (CPD) training.

7.6.5 Compensation for Auditing

The Company's Audit Committee is responsible for selecting the Company's auditors and propose for appointment at the shareholder meetings. This process follows the criteria established by the Securities and Exchange Commission, which require a thorough and regular review of the qualifications, performance, and compensation of the auditors.

The Audit Committee has conducted a review based on the aforementioned criteria and nominated Ms. Nawarat Nitikeatpong, Certified Public Accountant No. 7789 and/or Ms. Vilaiwan Pholprasert, Certified Public Accountant No. 8420, and/or Ms. Wipawan Pattawanwiwek, Certified Public Accountant No. 4795, from KPMG Phoomchai Audit Co., Ltd., to be the auditors of the Company and its subsidiaries for the fiscal year 2023 at the Annual General Meeting, where the matter was subsequently approved.

The Company paid compensation for auditing in 2023 with details as follows:

Unit: Baht

No.	Company name	Audit name	Audit Fee (Baht)	Other Fee
1	Bangkok Chain Hospital PCL.	KPMG Phoomchai Audit Limited	3,100,000	-None-
2	Subsidiaries	KPMG Phoomchai Audit Limited and KPMG International	3,773,000	-None-
Total compensation for auditing			6,873,000	-None-



8. Report on Key Performance in Corporate Governance

8.1 Summary of the Board's Performance in the Past Year

The Company conducts its business and operations under the earnest supervision of the Board of Directors, adhering steadfastly to an ideology of conducting business with fairness and responsibility to all stakeholders within the Principles of Good Corporate Governance for Listed Companies 2017 by The Securities and Exchange Commission, Thailand or Corporate Governance Code (CG Code) and in line with the Company's corporate governance policy and corporate ethics. The objective is to instill confidence among shareholders, investors, and all stakeholders, fostering a culture and values of the organization that contribute to the overall success of the business. Additionally, this approach supports the achievement of sustainable competitiveness and growth for the Company.

In 2023, the Board of Directors reviewed its charters, policies, measures, and various practices in organizational management according to the CG Code, including principles of good corporate governance at an international level. The examples of important performances are as follows:

- Reviewed and approved the visions, strategic plans, annual business plans, and medium-term and long-term business plans (3-5 years). The focus was on enhancing competitiveness through the creation and adaptation to cope with changing circumstances. Efficient cost management and consistent monitoring and supervision of operations were emphasized in line with the strategic plans.
- Reviewed the policies and practices related to good corporate governance, following the corporate governance code and corporate ethics. Additionally, criteria and qualifications relevant to succession planning were approved. This aims to plan for the recruitment and selection of personnel with the knowledge and abilities aligned with the strategic management direction to assume important positions or key positions with due retirement or that may become vacant in the future. This ensures continuity in the execution of tasks and effective organizational management.

In addition to disclosing compliance with the CG Code, the Company has also disclosed information on practices in other areas according to the corporate governance code. This includes the Company Governance Report of Thai Listed Company (CGR), the Annual General Meeting Quality Assessment (AGM Checklist), as well as enhancing the disclosure of Environmental, Social, and Corporate Governance (ESG) information of listed companies to reflect the Company's commitment to conducting business under good corporate governance that considers social and environmental impacts.

Assessment Result in Corporate Governance

Company Governance Report of Thai Listed Company (CGR)

The Company Governance Report of Thai Listed Company for the fiscal year 2023 involved an examination and monitoring of the corporate governance development of the registered companies in Thailand. The assessment was conducted based on criteria developed from the good corporate governance code of the Organization for Economic Cooperation and Development (OECD). The assessment results showed that the Company received an excellent rating, symbolized by 5 stars.



Sustainable Stock Assessment Project, SET ESG Ratings

The Sustainable Stock Assessment Project, SET ESG Ratings for 2023, conducted by the Stock Exchange of Thailand, involved the examination of registered companies that operate with a sense of responsibility towards stakeholders with the consideration of environmental, social, and corporate governance aspects. The objective was to strengthen organizational resilience and sustainable growth. The assessment resulted in a rating of AA.



Annual General Meeting Quality Assessment (AGM Checklist)

The Annual General Meeting Quality Assessment 2023, conducted by the Thai Investors Association as the project operator, aimed to evaluate the quality of the annual general meeting as assigned by the Securities and Exchange Commission, Thailand (SEC). The result was a perfect score of 100%.



The Examination of Registered Securities Company Excelling in ESG Practices

The Company has been selected as one of the ESG100 security portfolio by Thaipat Institute for the sixth consecutive year (2018-2023), reflecting its commitment to conducting business with responsibility towards the environment, society, and corporate governance principles. This recognition also positions the Company as a sustainable investment option capable of delivering long-term returns.



8.1.1 Recruitment, Development, and Performance Evaluation of the Board

(1) Recruitment of Independent Directors

The Board of Directors collaboratively conducts a preliminary assessment of the qualifications of individuals to serve as independent directors. This assessment is based on the qualifications and disqualifications outlined for directors in the Public Limited Companies Act, the Notification of the Capital Market Supervisory Board, and any relevant notifications, regulations, and/or rules. Additionally, the Board of Directors considers the selection of independent directors based on their qualifications, work experience, and other relevant suitability criteria. Subsequently, the proposed candidates are presented at the shareholder meeting for consideration and appointment as the Company's directors. The Company has a policy that the appointment shall include at least one-third of independent directors out of total directors, with a minimum of 3 independent directors in total. Furthermore, the Board of Director's charter stipulates that an independent director's tenure should not exceed 9 consecutive years from the date of their initial appointment as an independent director.

In the event of reappointing an independent director, the Board will thoroughly consider the necessity of such reappointment. Furthermore, a director of the Company can hold positions as a director in up to 5 other registered companies (including director positions within the Company) to ensure that he or she can fulfill the roles with maximum efficiency.

The qualifications of independent director are as follows:

1. Hold shares not exceeding 1% of the paid-up capital of the Company, its subsidiaries and affiliated companies, or entities that may have conflicts of interest. This must include the shareholdings of related persons of such independent director.
2. Must be independent, whether directly or indirectly, from any financial and managerial relationship with the Company, its subsidiaries and affiliated companies, or entities that may have conflicts of interest, as well as having no benefits or vested interest in such manner within the past 2 years prior to the appointment as an independent director, unless thoroughly reviewed by the Board of Directors and deemed that such benefits or interest will not impact the independent director's ability to perform his or her duties and provide independent opinions
3. Must not be appointed as representative to protect the interests of the Company's directors, major shareholders, or shareholders associated with the Company's major shareholders.
4. Must not be involved in the management and is not a salaried employee, officer, or consultant of the Company, its subsidiaries and affiliated companies, or entities that may have conflicts of interest. Additionally, the director shall not have relation with or be a close relative of the Company's executives or major shareholders.
5. Be able to independently perform the duties and express opinions or report performances as assigned by the Board of Directors without being under the control of the Company's executives or major shareholders, including individuals who have relation with or are close relatives of such persons.

6. Have no other characteristics that would prevent them from providing independent opinions on the Company's operations.

This definition is consistent with the requirements stipulated by the Securities and Exchange Commission, and the Stock Exchange of Thailand.

(2) Recruitment of directors and senior executives

The Board of Directors plays a pivotal role in determining strategies and business directions for sustainable growth. Regarding the process of recruiting and selecting directors, the Chief Executive Officer, and senior executives, the Board of directors is responsible for considering the appointment of the Chief Executive Officer, Deputy Chief Executive Officer, Executive Director, and Chairman of the Executive Committee. The process is conducted by evaluating individuals with suitable qualifications, leadership qualities, a broad vision, ethical integrity, and a transparent work history.

The process of recruiting and selecting executives and senior executives is outlined in the succession planning policy. In this regard, the Chief Executive Officer has the authority and main responsibilities for various administration aspects of the Company, as delegated by the Board of Directors. When the Chief Executive Officer position becomes vacant or the incumbent is unable to perform the duties, the Company will appoint an executive at a similar or subordinate level to temporarily act in place of the Chief Executive Officer until a suitable candidate is selected and appointed. The criteria for selecting the Chief Executive Officer are as follows:

1. Have experience working in administration for not less than 10 years.
2. Possess knowledge, capabilities, and experience in business administration that aligns with the Company's operations, as well as having an expertise in specific areas beneficial to the Company's business.
3. Have leadership, possess a broad vision, and uphold ethical and moral standards in business operations.
4. Have a transparent work history and do not exhibit any prohibited characteristics as outlined in the Notification of the Securities and Exchange Commission.
5. Have the ability to strategize and manage the organization effectively, making decisions and solving problems with sound judgment, circumspection, in consideration of the utmost benefit of the organization.

Criteria for recruiting Deputy Chief Executive Officer, Executive Director, and Chairman of the Executive Committee are as follows:

1. Have experience working in administration at least 5 years.
2. Have experience in administration in the position of line director or higher.
3. Have leadership and a broad vision.
4. Have the ability to strategize and manage organizational operations.
5. Have the ability to make decisions and solve problems with sound judgment, circumspection, in consideration of the utmost benefit of the organization.

Succession Plan



CLICK HERE

Director and Executive Development

The Company encourages and facilitates its directors and executives to participate in training programs that are crucial for the development of the Company which are organized by the Stock Exchange of Thailand, the Securities and Exchange Commission, the Thai Listed Companies Association, the Federation of Accounting Professions, and other external organizations.

In 2023, the management team attended various training courses beneficial to organizational management.

Name	Program
Ms. Pornluck Harnphanich, M.D.	<ul style="list-style-type: none"> Executive Training Program on Administrative Justice Class 1/2023, The Administrative Court
Ms. Pornsuda Harnphanich	<ul style="list-style-type: none"> CFO's Refresher Course 2023, The Stock Exchange of Thailand Risk Management for CFOs, Thai Listed Companies Association Fintech and financial technology, Thai Listed Companies Association Accounting for planning and decision, Dharmniti Seminar and Training Co.,Ltd Logistic and basic of supply chain, Sripatum university Finance for HR executive, Omega World Class Research Institute Compensation and benefits design, Omega World Class Research Institute Leading Sustainable Corporation Program, Said Business School, University of Oxford
Mr. Voravee Kiatinoyomsak	<ul style="list-style-type: none"> Fintech and financial technology, Thai Listed Companies Association Accounting, taxation and auditing for import-export business, Dharmniti Seminar and Training Co.,Ltd, Risk management for forensic accounting Stock valuation in the new era of business, Stock Exchange of Thailand and Investment Analysis Association (IAA) Cash flow statement preparation course
Mr. Surapant Taweewikayakarn, M.D.	<ul style="list-style-type: none"> Executive Training Program on Administrative Justice Class 1/2023, The Administrative Court

8.1.2 Meeting Attendance and Remuneration of Individual Board Member

Meeting Attendance of the Board of Directors in 2023

The Company has established an annual meeting schedule in advance. In this regard, the Company has dispatched meeting invitations along with the meeting agendas and relevant documents at least 7 days prior to the scheduled meetings. This is to ensure that the Board has adequate time to review the information before attending the meetings. In 2023, the meeting attendances of each committee are as follows:

Name	Board of Directors	Executive Committee	Audit Committee	Sustainability, Governance and Risk Management Committee	Nomination and Remuneration Committee
1. Asst. Prof. Dr. Somporn Harnphanich, M.D. ^{1/}	6/6	4/4	-	5/6	-
2. Prof. Dr. Chalerm Harnphanich, M.D.	6/6	4/4	-	-	-
3. Ms. Pornluck Harnphanich, M.D.	6/6	4/4	-	6/6	-
4. Mr. Kantaporn Harnphanich	6/6	4/4	-	-	-
5. Mr. Phinij Harnphanich	6/6	-	-	-	-
6. Ms. Pornsuda Harnphanich	6/6	4/4	-	6/6	1/1
7. Mr. Voravee Kiatiniyomsak	6/6	4/4	-	6/6	-
8. Mr. Surapant Taweewikayakarn, M.D. ^{2/}	4/6	4/4	-	-	-
9. Assoc. Prof. Virach Aphimeteetamrong, Ph.D.	6/6	-	5/5	-	-
10. Mr. Siripong Sombutsiri	6/6	-	5/5	-	1/1
11. Prof. Piphob Veraphong	6/6	-	5/5	-	-
12. Mr. Thawat Suntrajarn, M.D.	6/6	-	-	-	1/1
13. Ms. Supotjane Hahtapornsawan, M.D.	-	-	-	6/6	-
14. Mr. Dhiti Pattanakumjorn, M.D.	-	4/4	-	-	-
15. Mrs. Saifon Chaimongkol	-	-	-	6/6	-
16. Ms. Anchalee Kengkijakarn	-	-	-	6/6	-
17. Ms. Vimomarn Krishnakalin ^{1/}	-	-	-	5/6	-

Note: ^{1/}Asst. Prof. Dr. Somporn Harnphanich, M.D. and Ms. Vimomarn Krishnakalin were appointed as members of the Sustainability Committee at the Board of Directors meeting No. 2/2023 on February 28, 2023

^{2/}Mr. Surapant Taweewikayakarn, M.D. was appointed as a director at the Board of Directors meeting No. 2/2023 on February 28, 2023.

Remuneration for Directors and Executives

The Company has stipulated a remuneration for directors and executives at an appropriate level, comparable with companies within the same industry. The factors considered for remuneration include their duties, scope, roles, and responsibilities. Remuneration for directors is subject to scrutiny and approval at the shareholder meetings. Regarding remuneration for executives is considered according to the principles and policies set by the Board of Directors, taking into account the duties and responsibilities, individual performance of each executives, and the performance of the Company, as reflected in the governance structure, key information about the Board, subcommittees, executives, employees, and others in the section of total remuneration for directors and executives.

8.1.3 Supervision of Subsidiaries and Affiliated Companies

The Company has considered appointing directors and executives as directors of each subsidiary, with the approval of the Board. In the event that these directors and executives no longer hold positions in the subsidiary, the Board of Directors will consider appointing individuals to oversee the interests from time to time. The Company has also established policies for significant transactions, such as related party transactions.

8.1.4 Monitoring Compliance with Corporate Governance Policies and Practices

The Company has conducted monitoring to ensure strict compliance with the corporate governance code and corporate ethics. This monitoring, with a particular emphasis on matters related to disclosure of information, related party transactions, acquisition or disposal of assets, investments in and oversight of subsidiaries, and risk management, has revealed that the Company has adhered comprehensively to the relevant policies and practices.

Performance Appraisal of the Board of Directors and Subcommittees

The Company has stipulated the regular annual assessment of the Board of Directors and subcommittees. The assessment is conducted in 3 formats:

1. Self-assessment form of each committeeคณะ

The self-assessment form of each committee has adopted guidelines from the Stock Exchange of Thailand to suit the characteristics and structure of the committee. The assessment results will play a crucial role in enhancing the performance and effectiveness of the committee's duties and operations. The committee evaluates the level of opinion scores or the level of implementation in 4 main topics:

1. Structure and qualifications of the board/committee
2. The board/committee meetings
3. Roles, duties, and responsibilities of the board/committee members
4. Other aspects such as the relationship between the committee and the management division

The Company Secretary distributes the self-assessment forms to all board/committee members for their self-evaluation at the end of each year. The secretary is responsible for collecting and summarizing the results, presenting them at the Board of Directors meetings for consideration, acknowledgment, and discussion on an annual basis.

2. Self-assessment form of each board/committee member

The self-assessment form for individual board/committee members serves as a tool to facilitate the review and development of their performance, ensuring effectiveness. The assessment categories align with the key responsibilities of board/committee members as stipulated by laws, charters, ethics, best practices of the Securities and Exchange Commission, and the Stock Exchange of Thailand. These categories include:

1. Structure and qualifications of the board/committee
2. The board/committee meetings
3. Roles, duties, and responsibilities of the Board of Directors and subcommittees

The Company Secretary distributes the self-assessment forms to all board/committee members for their self-evaluation at the end of each year. The secretary is responsible for collecting and summarizing the results, presenting them at the Board of Directors meetings for consideration, acknowledgment, and discussion on an annual basis.

3. Performance assessment of the Chief Executive Officer

The performance assessment of the of the Chief Executive Officer is divided into 2 categories, following the assessment guidelines set by the Stock Exchange of Thailand. These categories include:

Category 1 Performance assessment, consisting of 11 evaluation criteria as follows:



Category 2 Development of the Chief Executive Officer, consisting of strengths and areas of improvement. The Board of Directors provides additional insights in this category.

The Chief Executive Officer has participated in setting his or her own performance goals and acknowledges the approved goals each year. Subsequently, at the end of each year, the Company Secretary distributes the assessment forms to all board/committee members to assess the Chief Executive Officer. The Chief Executive Officer also conducts a self-assessment, which is used for a comparison of results and as valuable information for future development.

In addition, the Company Secretary shall compile and report the results at the Board of Directors meeting for consideration, acknowledgment and discussion on an annual basis.

For 2023, the results of the performance appraisal of the Board of Directors, subcommittees, and the Chief Executive Officer are as follows:

Board of Directors / Subcommittees / Chief Executive Officer	Performance appraisal results of the entire committee (percent)	Self-performance assessment results (percent)
Board of Directors	98.49	98.54
Executive Committee	96.13	94.69
Sustainability, Governance and Risk Management Committee	91.07	91.25
Audit Committee	98.06	99.17
Nomination and Remuneration Committee	97.62	94.17
Chief Executive Officer	99.11	100.00

(1) Prevention of Conflict of Interest

The Company has established a policy regarding the Board of Directors, executives, and employees, requiring them to fulfill their duties for the utmost benefit of the Company. In cases where any individual has a vested interest or involvement in a matter under consideration, such individuals must notify the Internal Audit Unit responsible for such matters and refrain from participating in the deliberation of the relevant transaction.

The Company has established measures to prevent conflicts of interest that may arise from related party transactions of the Company and individuals with possible conflicts. Individuals with vested interests in any matter are not allowed to participate in the approval of such transactions. The Board of Directors ensures compliance with securities and exchange laws and regulations, notifications, orders, or provisions of the Stock Exchange of Thailand. This includes adherence to disclosure requirements for related party transactions and the acquisition or disposal of significant assets of the Company. The Company also adheres strictly to accounting standards set by the accountant association.

Furthermore, the Company arranges with the Audit Committee, auditors, or independent experts, as appropriate, to inspect and provide opinions on the reasonableness of related party transactions. The details of such related party transactions will be disclosed in the notes to financial statements which have inspected or reviewed by the auditors. The details are available in the corporate governance section under the internal control and related party transactions section.

(2) Internal Use of Information for Personal interest

The Company has a policy prohibiting its directors and executives from using material internal information that has not been disclosed to the public for personal gain, including the buying or selling of company securities. Directors, executives, and employees with access to internal information should refrain from or abstain from trading company securities during the one-month period prior to the public disclosure of financial statements.

The Company has informed executives of various departments about their responsibilities in holding securities of the Company, as well as those of their spouses and underage children. Additionally, they are required to report changes in their securities holdings to the Securities and Exchange Commission in accordance with section 59 and the penalty clause outlined in section 22 of the Securities and Exchange Act (No. 5) B.E. 2559 (2016)

In 2023, there were no instances of directors, executives, and employees committing offenses related to the misuse of internal information and securities trading during the blackout period. The Company has also established penalties for cases of non-compliance by using the Company's internal information for personal gain, ranging from verbal warnings to termination of employment.

Securities Trading Policy of Directors, Executives and Employees



(3) Anti-corruption

The Company has established policies and processes to anti-corruption, with a committee overseeing internal control systems. The executives are responsible for creating awareness and communicating these policies to employees. The Company has disclosed details of its anti-corruption policies on its website (www.bangkokchainhospital.com) in the Investor Relations section, under the good corporate governance.

- The Company declared its commitment to participate in the Thai Private Sector Collective Action Against Corruption (CAC) on November 10, 2017 and has consistently renewed its participation. In this regard, the Company has implemented measures in line with its anti-corruption policies, which include:
- The Company has established a regular risk assessment to identify potential risks arising from corruption and consistently reviewed the risk management measures to ensure that they remain appropriated and at the admissible level which can be referenced from the corruption risk management guidelines.
- The Company and its subsidiaries conduct initial orientation training for new employees and provide ongoing knowledge development trainings for the Board, executives, and employees to ensure that everyone has a clear understanding of the anti-corruption measures, the Company's expectations, and the penal provision.
- Directors, executives, and employees will receive a copy of policies in a brochure format, and complete policies can be obtained from the Company's website. Additionally, the Company will communicate through annual events to ensure that everyone is informed and understands the Company's policies against corruption.
- The Company will conduct regular reviews of the anti-corruption policies, at least once a year. The Risk Management Committee will present them to the Audit Committee for consideration regarding adequacy and effectiveness. This includes reporting on the results of risk assessments and providing recommendations to the Board of Directors concerning best practices that shall be maintained.
- The internal control systems and various regulations will undergo periodic reviews by the Internal Audit Department. Issues discovered during these reviews shall be promptly reported to the Audit Committee to ensure that the internal control systems are effective and sufficient for combating corruption.
- The Company encourages business partners to participate in the anti-corruption initiative.

(4) Whistleblowing

The Company has established a mechanism for receiving and addressing complaints, particularly those regarding violation of laws, regulations, and ethics or behaviors that may suggest corruption by company personnel. This includes protective measures appropriate for whistleblowers, as outlined in the complaint handling policy on corruption. Reports or whistleblowing can be done through the following channels:

Tel.	02-836-9937
Fax.	02-106-4858
Email	report@bangkokchainhospital.com
Website	www.bangkokchainhospital.com
Postal	Addressed to “Complaint Handler” Bangkok Chain Hospital Public Company Limited World Medical Hospital building, 22nd floor 44 Moo 4, Chaengwattana Road, Pakkred Subdistrict, Pakkred District, Nonthaburi Province 11120

Note: The "Complaint Handler" refers to the Company Secretary.

8.2 Reports on the Performance of the Audit Committee and Other Subcommittees

In 2023, the Audit Committee and other subcommittees (1. Executive Committee 2. Sustainability, Governance and Risk Management Committee and 3. Nomination and Remuneration Committee) prepared reports on their performances and reports on responsibilities of the Board of Directors for financial reports to build confidence and credibility for shareholders and investors as follows:



Report of Audit Committee

The Board of Directors of Bangkok Chain Hospital Public Company Limited has appointed an Audit Committee, which consists of 3 independent directors who are highly qualified and have experience in law, accounting, finance, and organizational management and have all the qualifications according to the criteria set by the Stock Exchange of Thailand as follows:

Name	Position
1. Assoc. Prof. Virach Aphimeteetamrong, Ph.D	Chairman of the Audit Committee
2. Mr. Siripong Sombutsiri	Audit Committee
3. Prof. Piphob Veraphong	Audit Committee

In 2023, the Audit Committee held a total of 5 meetings, including one meeting with the auditors without the presence of the management division. The Audit Committee diligently carried out its responsibilities as assigned by the Board of Directors in accordance with its charter and the good corporate governance principles. The key highlights of their duties can be summarized as follows:

1. Reviewed the financial statements of the Company and its subsidiaries before presenting them to the Board of Directors as well as considering key issues and following guidance from the auditors, the persons in charge from the management division, and the Internal Audit Department. The Audit Committee's opinion aligned with the auditors' that the financial statements had been prepared accurately in accordance with financial reporting standards and adequately disclosed.
2. Reviewed the Company's internal control system, considering the assessment results of the internal control system in accordance with the guidelines of COSO (The Committee of Sponsoring Organizations of the Treadway Commission) which the Internal Audit Department has reported on a quarterly basis. The result showed that the internal control system was adequate and suitable for the Company's business operations.
3. Considered the selection and appointment of internal auditors from Dharmniti Internal Audit Co., Ltd., a third party which possesses appropriate qualifications to serve as the Company's internal auditors. This selection was based on the adequacy of personnel, experience, knowledge, capabilities, and independence of the internal auditors to perform the duties of auditing various parts of the Company's operations. This was in accordance with the specified evaluation criteria for the adequacy of the internal control system.
4. Reviewed to ensure that the Company had complied with relevant laws, regulations, and provisions. Additionally, the Audit Committee scrutinized the anti-corruption policies, as certified by the Thai Private Sector Collective Action Against Corruption.

5. Proposed the appointment of and compensation for auditors from KPMG Phoomchai Audit Co., Ltd. The Audit Committee was of the opinion that the performance in the past year followed the established procedures and had sufficient independence to fulfill the responsibilities as the Company's and its subsidiaries' auditors
6. Considered related party transactions that might involve conflicts of interest, adhering to transparency and adequate disclosure to ensure compliance with the laws and regulations of the Stock Exchange of Thailand.
7. Approved the internal audit plans for the fiscal year 2023 and reviewed the audit reports for each quarter
8. Reviewed the Audit Committee charter to ensure its relevance and suitability to the organizational environment. Additionally, the Audit Committee self-assessed its performance, examining completeness and compliance within the defined scope outlined in the Audit Committee charter.

The Audit Committee has performed its duties and responsibilities as assigned by the Board of Directors with full diligence and capability. All actions taken are for the benefits of the Company, shareholders, and stakeholders.

On behalf of the Audit Committee



(Assoc. Prof. Virach Aphimeteetamrong, Ph.D.)

Chairman of the Audit Committee

January, 19, 2024

Report of the Executive Committee

In 2023, the Executive Committee organized a total of four meetings, which 100 percent of the executives attended. The Executive Committee performed their duties and responsibilities as set out in the Charter and attended other meetings with the management to monitor the progress and provide advice to drive the operations as in the specified goals. The key performance of the Executive Committee can be summarized as follows:

1. Cooperate with the management to set the policies, business strategies, goals and action plans, financial goals, and the budget of the company and its subsidiaries by taking into account industry and economic conditions, including social and technological changes that might affect the company's business for presentation and approval to the Board of Directors.
2. Monitor business operations of the company to comply with the policy, work plans, and financial goals, as well as control the use of the company's budget approved by the Board of Directors to be efficient and effective following the growth of the company Group.
3. Consider and give opinions to the management regarding the organizational structure, as well as set up the guidelines and methods for annual performance indicators to promote and push forward the success according to the goals of the company Group.
4. Study the possibility of acquiring assets and potential business expansion in accordance with the Company's business direction to propose and receive approval by the Board of Directors before entering into the transactions.
5. Consider and recommend to the management regarding cash flow management to increase the chances of generating returns under proper risk. Such investments are in accordance with the investment policy framework approved by the Board of Directors, including risk management from the fluctuation of the baht.
6. Consider and approve the operations which are normal business transactions of the company according to the investment budget or budget approved by the Board of Directors. The amount for each item is in accordance with the approval authority and the budget approved by the Board of Directors, including contracts related to such matters.

On behalf of the Executive Committee



(Prof. Dr. Chalerm Harnphanich, M.D.)
Chairman of the Executive Committee

Report of the Sustainability, Governance and Risk Management Committee

In 2023, The Board of Directors has approved an increase in the scope of duties and responsibilities of the Risk Management Committee to Sustainability, Governance and Risk Management Committee. This change is in line with the sustainable business development guideline in terms of Environment, Social and Good Corporate Governance (ESG). The Sustainability, Governance and Risk Management Committee organized a total of six meetings, which 100 percent of the members attended. The committees performed their duties and responsibilities as set out in the Charter and carried out other responsibilities as assigned by the Board of Directors. The key points of the operations can be summarized as follows:

1. Consider the company's annual risk management policy and plan, covering different types of risks from both internal and external factors that may affect the Company's operations.
2. Consider and plan strategies in accordance with the risk management policy to be able to assess, monitor, and control the overall risks of the company to an acceptable level.
3. Monitor, follow, and control the results of risk management.
4. Report to the Board of Directors for acknowledgment of risk management results.
5. Consider sustainability framework and policy which is in line with the business strategies as well as monitor and follow the results regarding sustainable development goals related to its business operations.
6. Consider and review significant factors, including revising working processes and plans to ensure that the committees' responsibilities are aligned with the current situation and stakeholder engagement. Additionally, the committees encourage to evaluate the company's sustainable development by using external companies.

Following the operations, it is confident that the company can achieve the operation goals as set forth in order to maintain and create maximum benefits for shareholders and stakeholders.

On behalf of the Sustainability, Governance and Risk
Management Committee



(Mrs. Saifon Chaimongkol)

Chairman of the Sustainability, Governance and
Risk Management Committee

Report of the Nomination and Remuneration Committee

In 2023, the board of director has approved the appointment of the Nomination and Remuneration Committee to support the selection and nomination procedures of suitable candidates in line with company strategies to serve as directors including the determination of remuneration of directors appropriately. For the year 2023, the Nomination and Remuneration Committee held a meeting to perform its duties according to its charter and executed tasks as assigned by the Board of Directors. The Summary of essences that is considered is as follows.

1. Review the structure of the Board of Directors and the charter of Nomination and Remuneration Committee to ensure that its duties are appropriate and consistent with the current situation.
2. Follow up and supervise the company's succession plan to prepare personnel to support and comply with business directions. This includes replacing individuals in key positions who are due to retire in the future.
3. Review annual evaluation forms to ensure that they align with the structure of Board of Director and sub-committees. The results can be summarized for performance reviews and to support the development of effective operations.

On behalf of the Nomination
and Remuneration Committee



(Mr. Siripong Sombutsiri)
Chairman of the Nomination and
Remuneration Committee

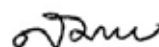
Report of the Board of Directors Responsibilities on Financial Reports

The Board of Directors is responsible for the company's financial statements, which are prepared in accordance with financial reporting standards by choosing an appropriate accounting policy with careful discretion and consistency, while sufficiently disclosing important information in the notes to financial statements.

In addition, the Board of Directors has appointed the Audit Committee, comprising independent directors with knowledge and ability to monitor and control the financial statements and assess the efficiency and effectiveness of the internal control system to ensure that the accounting information is recorded accurately, completely, and in a timely manner, while preventing any fraud or irregular operation.

The Audit Committee has reported operation results to the Board of Directors as appear in this annual report.

The Board of Directors has an opinion that the overall internal control system of the company is at a satisfactory level and can ensure that the company's financial statements show information of financial status, including the disclosure of true and fair information.



(Asst.Prof.Dr. Somporn Harnphanich, M.D.)
Chairman of the Board of Directors

9. Internal Control and Related Transactions

9.1 Internal Control

On 19 January 2024, the Board of Directors, Audit Committee, and the managements had a meeting to assess the internal control system based on the audit results of the internal audit unit, recommendations of the auditors, and inquiries of additional information from the management. Following the assessment of the company's internal control system in five parts, namely the organization and environment, risk management, operation control of the management, information and communication systems, and monitoring system, the Board of Directors considered that the company has a adequately effective internal control system, while maintaining a sufficient internal control system in relation to the transactions with major shareholders, directors, executives, or related persons. For the internal control in other sections, the Board of Directors has an opinion that the company also maintains sufficient internal control. In addition, for good corporate governance, the Board of Directors has encouraged and supported the management to continually improve the quality of the internal control system.

For the internal control of the nine subsidiaries, the company has determined that its subsidiaries maintain an internal control system that is consistent with the company's internal control guidelines. Also, the company has assigned officials to inspect the operations of the subsidiaries. In 2023, it was found that the subsidiaries provided adequate and similar internal control in all five areas to the company.

9.2 Connected Transaction

The company has connected transactions with its subsidiaries and no individuals who may have conflicts of interest holding more than 10% of their shares. The connected transactions consist of purchase/sales of goods and services with subsidiaries with the set prices or compensations in accordance with normal business conditions and intercompany loan transactions. Whereas, the interest rates on intercompany loans are set at the rates close to the market rates and with appropriate conditions. The company has disclosed information in the notes to financial statements.

Measures or procedures for approval of connected transactions.

The connected transactions are managed through normal conditions of business, such as providing raw material procurement services for group companies. The procurement and purchase department of the company is responsible for purchasing and charging fees for procurement services from subsidiaries. For the management of service fees, the company has set prices and conditions by taking into account the actual prices plus appropriate profits or normal business prices based on reasonable, proper, fair market conditions and prices by taking into account the best interests of the company. The company will report those connected transactions and conditions to the Audit Committee for considerations and opinions on the necessity and reasonableness of transactions.

For other connected transactions such as borrowings, the company has set prices and conditions according to the general trading or in accordance with reasonable price conditions by taking into account the best interests of the company. The company will assign the Audit Committee to provide opinions on the necessity and reasonableness of transactions. If the Audit Committee does not have expertise for considerations of the connected transactions, the company shall arrange for an independent expert or the company's auditors to provide opinions on the said connected transactions for decisions of the Board of Directors or shareholders, depending on the case.

In this regard, to make the connected transactions, the company shall comply with the law of securities and stock exchange, as well as regulations, notifications, orders, or regulations of the Stock Exchange of Thailand, while complying with the disclosure requirements of connected transactions and the acquiring or disposing of the company's important assets. For the approval of connected transactions, the directors or stakeholders have no rights to vote.

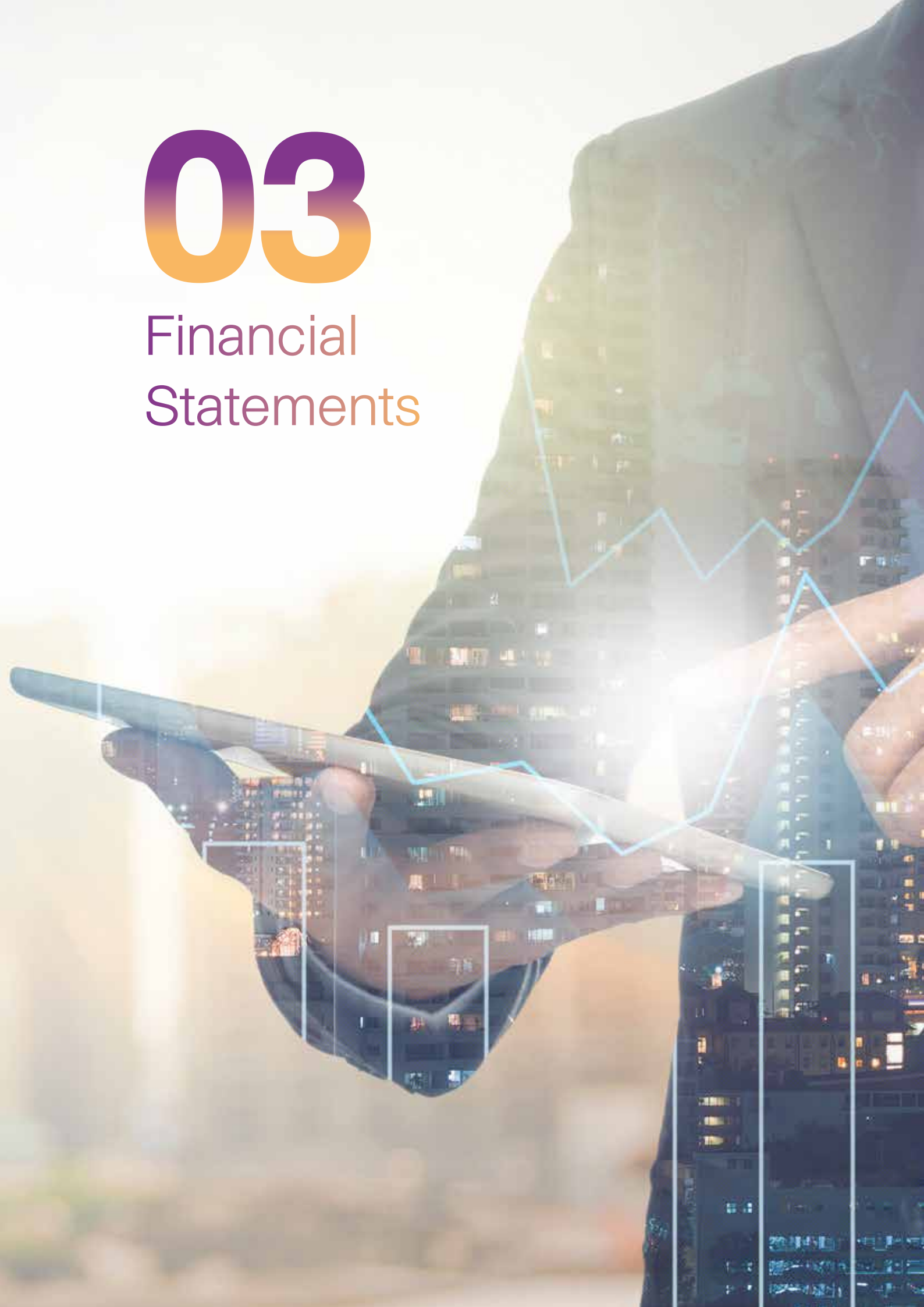
9.3 Policy or Trend of Future Connected Transactions

The company expects that connected transactions will remain in the future, which shall be according to normal business operations with subsidiaries, such as raw material procurement services, purchasing assets from individuals who may have conflicts of interest or administrative services. For financial assistance, the company has no policy for further transactions, except in cases of necessity. For instance, the company or its subsidiaries shall face a liquidity shortage by connected transactions which may occur in the future. The Board of Directors shall comply with the above related measures or procedures for approval. In addition, the company shall disclose the connected transactions in the notes to financial statements audited by the company's auditors, in compliance with financial report standards.



03

Financial Statements



Certification of the Accuracy of Information

The Company has carefully reviewed the information in this Annual Report and certified that such information is accurate, complete, not misleading, lack of any information that should be reported. In addition, the Company certifies that:

- (1) The financial statements and financial information summarized in the Annual Report contains accurate and complete information on the financial position, operating results, and cash flows of the Company and its subsidiaries.
- (2) The Company has established a good information disclosure system to ensure that the Company has disclosed the essential information of the Company and its subsidiaries correctly and completely.
- (3) The Company has established a good internal control system and supervised to ensure compliance with the existing system. The Company has informed the internal control assessment as of 19 January 2024 to the auditor and the Audit Committee of the Company, covering deficiencies and significant changes in the internal control system, including misconducts that may affect the preparation of the Company's and its subsidiaries' financial reports.

In this regard, as evidence that all documents are the same set of documents that the Company has certified, therefore the Company has assigned Ms.Pornsuda Harnphanich to notarize every pages of the documents. If any document does not have Ms.Pornsuda Harnphanich's signature, the Company will assume that it is not the information that the Company has certified the Accuracy of Information.

No.	Name	Position	Signature
1.	Prof.Dr.Chalerm Harnphanich, M.D.	Authorized Director	
2.	Mr.Kantaporn Harnphanich	Authorized Director	

Attorney

1.	Ms.Pornsuda Harnphanich	Chief Finance Officer	
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Independent Auditor's Report

To the Shareholders of Bangkok Chain Hospital Public Company Limited

Opinion

I have audited the consolidated and separate financial statements of Bangkok Chain Hospital Public Company Limited and its subsidiaries (the “Group”) and of Bangkok Chain Hospital Public Company Limited (the “Company”), respectively, which comprise the consolidated and separate statements of financial position as at 31 December 2023, the consolidated and separate statements of comprehensive income, changes in equity and cash flows for the year then ended, and notes, comprising a summary of significant accounting policies and other explanatory information.

In my opinion, the accompanying consolidated and separate financial statements present fairly, in all material respects, the financial position of the Group and the Company, respectively, as at 31 December 2023 and their financial performance and cash flows for the year then ended in accordance with Thai Financial Reporting Standards (TFRSs).

Basis for Opinion

I conducted my audit in accordance with Thai Standards on Auditing (TSAs). My responsibilities under those standards are further described in the *Auditor’s Responsibilities for the Audit of the Consolidated and Separate Financial Statements* section of my report. I am independent of the Group and the Company in accordance with the *Code of Ethics for Professional Accountants including Independence Standards* issued by the Federation of Accounting Professions (Code of Ethics for Professional Accountants) that is relevant to my audit of the consolidated and separate financial statements, and I have fulfilled my other ethical responsibilities in accordance with the Code of Ethics for Professional Accountants. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Key Audit Matters

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

Valuation of trade accounts receivable and accrued income	
Refer to Notes 3, 6 and 7	
The key audit matter	How the matter was addressed in the audit
<p>The Group has overdue trade accounts receivable and accrued income from medical services to patients under the government welfare schemes such as revenue under service agreement with the Social Security Office, etc. Trade accounts receivable are material and accrued income under the service agreement with the Social Security Office is based on the information, criteria and conditions for calculation defined by the Social Security Office, such as, the number of insured persons registered with the hospital, and statistical information of the services provided by the hospital, etc. In addition, the repayment is dependent on the policy and budget of the government welfare schemes.</p> <p>The Group is exposed to the risk of recoverable amount of trade accounts receivable and accrued income due to the complexity of the reimbursement rules and process which is time consuming. The determination of recoverable amount of trade accounts receivable and accrued income require management's professional judgement and analysis of future payment expectation of these government sector. I determine that this matter is a key audit matter.</p>	<p>The audit procedures included the following:</p> <ul style="list-style-type: none"> • Understanding the procedure of estimating net realisable value of trade accounts receivable, revenue recognition and estimating accrued income from medical services to patients under the government welfare schemes Office by making enquiry of responsible executives and selecting representative samples to test the operation of the designed controls. • Selecting samples to test trade account receivable and accrued income aging report with supporting documents • Perform a reasonableness check of management's expectation for recoverability of trade accounts receivable and accrued income by comparing with the historical data, actual amount received during the year, and relevant documents. • Evaluate the status of the repayments that the Group has discussed and followed up with customer and the government entity. • Perform subsequent cash receipt after the reporting period with relevant documents. • Assessing the adequacy of Group's disclosures in accordance with Thai Financial Reporting Standards.

Impairment assessment of goodwill	
Refer to Notes 3 and 14	
The key audit matter	How the matter was addressed in the audit
<p>The Group has goodwill, which is material to the financial statements whereby the Group perform test impairment of goodwill annually. Impairment loss will occurred when the carrying amount of goodwill exceed its recoverable amount The Group determine the recoverable amount by using the estimation of future cash flows (“DCF”) method.</p> <p>Due to the estimation are important to use judgment. I determine that this matter is a key audit matter.</p>	<p>The audit procedures included the following:</p> <ul style="list-style-type: none"> • Enquiry with management to understanding the operation plan and the estimation process for calculation recoverable amount. • Evaluate the appropriateness of the Group’s future cash flows projections method and assumptions by considering financial performance, operation plan with supporting document and the information from external sources and test calculation. • Perform sensitivity analysis around the significant key assumption. • Assessing the adequacy of Group’s disclosures in accordance with Thai Financial Reporting Standards.

Other Information

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

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

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

When I read the annual report, if I conclude that there is a material misstatement therein, I am required to communicate the matter to those charged with governance and request that the correction be made.

Responsibilities of Management and Those Charged with Governance for the Consolidated and Separate Financial Statements

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

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

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

Auditor's Responsibilities for the Audit of the Consolidated and Separate Financial Statements

My objectives are to obtain reasonable assurance about whether the consolidated and separate 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 TSAs 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 consolidated and separate financial statements.

As part of an audit in accordance with TSAs, I exercise professional judgment and maintain professional scepticism throughout the audit. I also:

- Identify and assess the risks of material misstatement of the consolidated and separate 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 Group's and the Company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's and the Company's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the consolidated and separate 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 Group and the Company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the consolidated and separate financial statements, including the disclosures, and whether the consolidated and separate 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 Group to express an opinion on the consolidated financial statements. I am responsible for the direction, supervision and performance of the group 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, actions taken to eliminate threats or safeguards applied.

From the matters communicated with those charged with governance, I determine those matters that were of most significance in the audit of the consolidated and separate 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.



(Nawarat Nitikeatipong)
Certified Public Accountant
Registration No. 7789

KPMG Phoomchai Audit Ltd.
Bangkok
29 February 2024

Bangkok Chain Hospital Public Company Limited and its Subsidiaries

Statement of financial position

Assets	Note	Consolidated		Separate	
		financial statements		financial statements	
		31 December		31 December	
		2023	2022	2023	2022
(in Baht)					
Current assets					
Cash and cash equivalents	5	2,183,056,389	2,598,186,435	978,145,809	1,504,682,515
Trade accounts receivable	4, 6	839,393,294	1,538,865,422	555,707,126	1,081,094,319
Accrued income	7	1,399,786,566	2,215,553,970	849,111,480	1,130,849,728
Other receivables	4	109,341,261	59,598,333	175,805,330	166,921,545
Short-term loans to related parties	4	-	-	150,000,000	500,000,000
Inventories	8	305,672,516	361,565,022	171,505,584	209,449,798
Other current financial assets		2,043,697	41,850,330	656,860	655,888
Other current assets		3,457,570	19,087,192	3,744,699	17,354,990
Total current assets		4,842,751,293	6,834,706,704	2,884,676,888	4,611,008,783
Non-current assets					
Restricted deposits		802,128	765,728	-	-
Other non-current financial assets		17,601,085	21,283,050	-	-
Investment in associate	9	9,593,759	9,537,565	-	-
Investments in subsidiaries	10	-	-	2,977,459,601	2,556,519,048
Long-term loans to related parties	4	-	-	702,262,203	65,200,000
Investment properties	12	516,615,875	452,933,890	985,615,133	452,933,890
Property, plant and equipment	13	11,727,669,865	11,829,325,493	5,925,408,409	6,393,353,894
Goodwill	14	329,376,024	329,376,024	-	-
Intangible assets	15	110,519,188	95,884,015	51,901,850	43,940,284
Deferred tax assets	21	151,083,449	198,541,548	62,227,789	104,834,786
Other non-current assets		24,677,698	24,105,373	18,062,830	18,300,538
Total non-current assets		12,887,939,071	12,961,752,686	10,722,937,815	9,635,082,440
Total assets		17,730,690,364	19,796,459,390	13,607,614,703	14,246,091,223

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

Bangkok Chain Hospital Public Company Limited

and its Subsidiaries

Statement of financial position

Liabilities and equity	Note	Consolidated financial statements		Separate financial statements	
		31 December		31 December	
		2023	2022	2023	2022
(in Baht)					
Current liabilities					
Short-term loan from financial institution	16	80,939,400	-	-	-
Short-term loan from related party	4, 16	-	-	50,000,000	-
Trade accounts payable	4	778,059,648	796,871,291	466,778,987	475,052,804
Construction and equipments payables		198,712,756	140,537,584	105,770,676	69,845,070
Other payables		390,829,485	362,817,861	215,540,742	192,506,120
Current portion of long-term loan from financial institutions	16	1,159,159,440	270,807,190	1,149,672,273	149,463,106
Current portion of lease liabilities	16	3,878,952	4,324,733	3,878,952	4,324,733
Current portion of debenture	16	-	999,869,563	-	999,869,563
Current tax payable		165,394,169	64,572,495	109,620,517	-
Accrued expenses	4	571,328,359	712,133,709	319,834,508	397,509,400
Deferred income		82,053,490	67,549,496	54,961,299	49,196,554
Other current liabilities		74,894,945	90,709,421	52,642,723	73,972,060
Total current liabilities		3,505,250,644	3,510,193,343	2,528,700,677	2,411,739,410
Non-current liabilities					
Long-term loans from financial institutions	16	323,512,595	2,599,085,685	37,466,943	1,187,234,630
Lease liabilities	16	10,454,138	14,333,090	10,454,138	14,333,090
Provision for employee benefit	17	137,432,924	126,030,191	64,734,490	58,435,124
Other non-current liabilities		49,581,396	37,015,717	32,441,579	19,782,540
Total non-current liabilities		520,981,053	2,776,464,683	145,097,150	1,279,785,384
Total liabilities		4,026,231,697	6,286,658,026	2,673,797,827	3,691,524,794

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

Bangkok Chain Hospital Public Company Limited and its Subsidiaries

Statement of financial position

Statement of financial position		Consolidated		Separate	
		financial statements		financial statements	
		31 December		31 December	
Liabilities and equity	Note	2023	2022	2023	2022
(in Baht)					
Equity					
Share capital					
Authorised share capital					
(2,494 ordinary million shares,					
par value at Baht 1 per share)		2,493,748,115	2,493,748,115	2,493,748,115	2,493,748,115
Issued and paid-up share capital					
(2,494 ordinary million shares,					
par value at Baht 1 per share)		2,493,747,984	2,493,747,984	2,493,747,984	2,493,747,984
Share premium on ordinary shares	18	644,640,000	644,640,000	644,640,000	644,640,000
Retained earnings					
Appropriated					
Legal reserve	18	249,374,812	249,374,812	249,374,812	249,374,812
Unappropriated		9,398,613,676	9,244,038,117	7,546,054,080	7,166,803,633
Other components of equity	18	(192,409,965)	(186,900,039)	-	-
Equity attributable to the Company		12,593,966,507	12,444,900,874	10,933,816,876	10,554,566,429
Non-controlling interests	11	1,110,492,160	1,064,900,490	-	-
Total equity		13,704,458,667	13,509,801,364	10,933,816,876	10,554,566,429
Total liabilities and equity					
		17,730,690,364	19,796,459,390	13,607,614,703	14,246,091,223

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

Bangkok Chain Hospital Public Company Limited and its Subsidiaries

Statement of comprehensive income

	Note	Consolidated financial statements		Separate financial statements	
		Year ended 31 December		Year ended 31 December	
		2023	2022	2023	2022
<i>(in Baht)</i>					
Revenue					
Revenue from hospital operations	4, 19	11,728,958,113	18,826,674,640	6,861,240,884	11,136,817,337
Rental income		75,003,430	68,006,419	53,053,344	45,191,623
Other income	4	25,940,578	15,617,841	152,641,560	205,285,748
Total revenue		11,829,902,121	18,910,298,900	7,066,935,788	11,387,294,708
Expenses	4, 20				
Cost of hospital operations		8,115,543,974	12,771,552,330	4,697,671,605	7,088,964,160
Distribution costs		333,714,703	338,169,980	257,691,205	269,351,054
Administrative expenses		1,421,159,120	1,607,709,239	752,091,593	806,207,925
Total expenses		9,870,417,797	14,717,431,549	5,707,454,403	8,164,523,139
Profit from operating activities		1,959,484,324	4,192,867,351	1,359,481,385	3,222,771,569
Interest income		18,228,668	8,170,757	21,247,517	17,475,419
Dividend income	4	-	-	544,440,140	1,128,794,327
Finance costs		(95,323,484)	(155,755,384)	(31,435,659)	(83,438,200)
Share of profit of associate	9	1,056,194	342,053	-	-
Profit before income tax expense		1,883,445,702	4,045,624,777	1,893,733,383	4,285,603,115
Tax expense	21	(404,564,610)	(888,259,551)	(265,480,931)	(653,430,923)
Profit for the year		1,478,881,092	3,157,365,226	1,628,252,452	3,632,172,192
Other comprehensive income					
Item that will be reclassified subsequently to profit or loss					
Exchange differences on translating foreign operations of subsidiary		(4,118,175)	(119,533,415)	-	-
Total item that will be reclassified subsequently to profit or loss		(4,118,175)	(119,533,415)	-	-
Items that will not be reclassified to profit or loss					
Losses on measurement of financial asset		(3,681,965)	(1,393,471)	-	-
Losses on remeasurements of defined benefit plans	17	(6,845,582)	-	(2,660,679)	-
Income tax relating to items that will not be reclassified	21	2,105,509	278,694	532,136	-
Total items that will not be reclassified to profit or loss		(8,422,038)	(1,114,777)	(2,128,543)	-
Other comprehensive income for the year, net of tax		(12,540,213)	(120,648,192)	(2,128,543)	-
Total comprehensive income for the year		1,466,340,879	3,036,717,034	1,626,123,909	3,632,172,192

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

Bangkok Chain Hospital Public Company Limited and its Subsidiaries

Statement of comprehensive income

		Consolidated		Separate	
		financial statements		financial statements	
		Year ended 31 December		Year ended 31 December	
	Note	2023	2022	2023	2022
		(in Baht)			
Profit attributable to:					
Owners of the Company		1,406,357,528	3,038,908,080	1,628,252,452	3,632,172,192
Non-controlling interests	11	72,523,564	118,457,146	-	-
Profit for the year		1,478,881,092	3,157,365,226	1,628,252,452	3,632,172,192
Total comprehensive income attributable to:					
Owners of the Company		1,395,939,095	2,956,400,525	1,626,123,909	3,632,172,192
Non-controlling interests		70,401,784	80,316,509	-	-
Total comprehensive income for the year		1,466,340,879	3,036,717,034	1,626,123,909	3,632,172,192
Basic earnings per share	22	0.56	1.22	0.65	1.46

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

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Bangkok Chain Hospital Public Company Limited

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

Statement of changes in equity

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

Bangkok Chain Hospital Public Company Limited and its Subsidiaries

Statement of changes in equity

Separate financial statements						
		Issued and paid-up share capital	Share premium on ordinary shares	Legal reserve (in Baht)	Unappropriated	Total equity
Year ended 31 December 2022						
Balance at 1 January 2022		2,493,747,984	644,640,000	249,374,812	7,025,855,439	10,413,618,235
Transaction with owners, recorded directly in equity						
Distribution to owners						
Dividends to owners of the Company	23	-	-	-	(3,491,223,998)	(3,491,223,998)
Total transaction with owners, recorded directly in equity		-	-	-	(3,491,223,998)	(3,491,223,998)
Comprehensive income for the year						
Profit for the year		-	-	-	3,632,172,192	3,632,172,192
Other comprehensive income		-	-	-	-	-
Total comprehensive income for the year		-	-	-	3,632,172,192	3,632,172,192
Balance at 31 December 2022		2,493,747,984	644,640,000	249,374,812	7,166,803,633	10,554,566,429

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

Bangkok Chain Hospital Public Company Limited and its Subsidiaries

Statement of changes in equity

	Note	Separate financial statements			
		Issued and paid-up share capital	Share premium on ordinary shares	Retained earnings	Total equity
			Legal reserve (in Baht)	Unappropriated	
Year ended 31 December 2023					
Balance at 1 January 2023		2,493,747,984	644,640,000	249,374,812	7,166,803,633
					10,554,566,429
Transaction with owners, recorded directly in equity					
<i>Distribution to owners</i>					
Dividends to owners of the Company	23	-	-	(1,246,873,462)	(1,246,873,462)
Total transaction with owners, recorded directly in equity		-	-	(1,246,873,462)	(1,246,873,462)
Comprehensive income for the year					
Profit for the year		-	-	1,628,252,452	1,628,252,452
Other comprehensive income		-	-	(2,128,543)	(2,128,543)
Total comprehensive income for the year		-	-	1,626,123,909	1,626,123,909
Balance at 31 December 2023		2,493,747,984	644,640,000	249,374,812	7,546,054,080
					10,933,816,876

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

Bangkok Chain Hospital Public Company Limited and its Subsidiaries

Statement of comprehensive income

	Note	Consolidated financial statements		Separate financial statements	
		Year ended 31 December		Year ended 31 December	
		2023	2022	2023	2022
(in Baht)					
Cash flows from operating activities					
Profit for the year		1,478,881,092	3,157,365,226	1,628,252,452	3,632,172,192
<i>Adjustments to reconcile profit to cash receipts (payments)</i>					
Tax expense	21	404,564,610	888,259,551	265,480,931	653,430,923
Finance costs		95,323,484	155,755,384	31,435,659	83,438,200
Depreciation and amortisation	20	943,944,199	949,557,706	481,414,551	493,547,034
Gains on fair value of debt instrument adjustment		(11,760)	(4,836)	-	-
Gains on disposal debt instruments		(451,823)	(1,091,071)	-	(1,091,071)
Share of profit of associate for using equity method, net of tax	9	(1,056,194)	(342,053)	-	-
Bad debt and expected credit loss	20	13,792,709	166,127,770	6,073,123	46,982,979
Loss on decline in value and write off inventories	20	11,249,638	1,586,907,928	8,270,103	944,677,893
Losses on disposal of equipment		2,250,196	1,270,816	1,012,327	775,942
Loss on write off intangible assets		-	2,736,755	-	2,736,755
Effect on cancellation of lease agreement		-	(10,547,666)	-	-
Dividend income	4	-	-	(544,440,140)	(1,128,794,327)
Interest income		(18,228,668)	(8,170,757)	(21,247,517)	(17,475,419)
		2,930,257,483	6,887,824,753	1,856,251,489	4,710,401,101
<i>Changes in operating assets and liabilities</i>					
Trade accounts receivable		742,481,950	1,903,949,919	519,556,190	978,385,117
Accrued income		790,578,216	(141,203,444)	281,496,128	90,671,805
Other receivables		(47,524,869)	996,197,702	(10,898,776)	505,324,451
Inventories		73,458,748	(389,850,780)	29,674,111	(217,615,251)
Other current assets		21,593,407	13,847,135	13,610,291	9,224,487
Other non-current assets		(572,325)	2,272,290	237,708	3,417,240
Trade accounts payable		(10,406,226)	(5,700,699)	(8,273,817)	(31,106,561)
Other payables		33,879,629	(1,998,625)	23,034,622	12,805,671
Accrued expenses		(127,433,500)	(126,376,359)	(76,135,833)	8,815,610
Deferred income		24,563,849	(1,186,309,594)	5,764,745	(708,350,456)
Other current liabilities		(14,198,102)	17,477,143	(21,329,337)	28,363,764
Provision for employee benefit		4,826,292	(2,231,012)	3,638,687	1,982,854
Other non-current liabilities		15,777,553	1,980,704	12,659,039	6,777,915
Net cash generated from operating activities		4,437,282,105	7,969,879,133	2,629,285,247	5,399,097,747
Taxes paid		(254,179,328)	(2,255,270,073)	(112,721,281)	(1,514,751,017)
Net cash from operating activities		4,183,102,777	5,714,609,060	2,516,563,966	3,884,346,730

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

Bangkok Chain Hospital Public Company Limited and its Subsidiaries

Statement of comprehensive income

	Note	Consolidated financial statements		Separate financial statements	
		Year ended 31 December 2023	Year ended 31 December 2022	Year ended 31 December 2023	Year ended 31 December 2022
		(in Baht)			
Cash flows from investing activities					
Increase in restricted deposits		(36,400)	(857)	-	-
(Increase) decrease in fixed deposits					
with financial institutions		37,418,393	28,428,574	(972)	-
Paid for investments in new subsidiaries		-	-	(39,375,000)	-
Paid for issue ordinary shares of subsidiaries		-	-	(378,190,553)	-
Paid for call for payment of ordinary shares of subsidiary		-	-	(3,375,000)	-
Proceeds from sale of debt securities		120,451,823	3,531,542,765	-	3,531,542,765
Acquisition of debt securities		(120,000,000)	(2,890,000,000)	-	(2,890,000,000)
Proceeds from changes in ownership interests					
in subsidiaries		37,250,000	-	-	-
Acquisition of investment properties		-	-	(26,400,471)	-
Proceeds from sale of equipment		9,736,557	11,902,518	8,286,876	2,623,672
Acquisition of property, plant and equipment		(987,151,991)	(1,446,252,209)	(483,601,490)	(605,704,474)
Acquisition of intangible assets		(35,607,773)	(3,599,418)	(17,483,510)	(293,394)
Proceeds from short-term loans to related parties		-	-	400,000,000	910,900,000
Paid for short-term loans to related parties		-	-	(50,000,000)	(1,180,900,000)
Proceeds from long-term loans to related parties		-	-	7,000,000	544,975,000
Paid for long-term loans to related parties		-	-	(644,062,203)	(71,400,000)
Dividends received		1,000,000	1,000,000	544,440,140	1,128,794,327
Interest received		18,228,668	8,170,757	23,262,508	15,847,010
Net cash from (used in) investing activities		(918,710,723)	(758,807,870)	(659,499,675)	1,386,384,906
Cash flows from financing activities					
Proceeds from issue of ordinary shares of subsidiary		103,774,448	-	-	-
Increase (decrease) in short-term loans					
from financial institutions		91,215,100	(250,000,000)	-	-
Proceeds from short-term loans from related parties		-	-	200,000,000	-
Repayment of short-term loans from related parties		-	-	(150,000,000)	-
Proceeds from long-term loans from financial institutions		-	83,507,333	-	-
Repayment of long-term loans from financial institutions		(1,378,005,321)	(531,243,318)	(150,000,000)	(444,300,000)
Payment of lease liabilities		(4,584,708)	(3,991,806)	(4,584,708)	(3,424,460)
Redemption of debentures		(1,000,000,000)	(2,200,000,000)	(1,000,000,000)	(2,200,000,000)
Dividends paid to owners of the Company	23	(1,246,873,462)	(3,491,223,998)	(1,246,873,462)	(3,491,223,998)
Dividends paid to non-controlling interests	11	(165,834,562)	(341,330,371)	-	-
Finance costs paid		(79,213,595)	(143,393,181)	(32,142,827)	(85,060,379)
Net cash used in financing activities		(3,679,522,100)	(6,877,675,341)	(2,383,600,997)	(6,224,008,837)
Net decrease in cash and cash equivalents		(415,130,046)	(1,921,874,151)	(526,536,706)	(953,277,201)
Cash and cash equivalents at 1 January		2,598,186,435	4,520,060,586	1,504,682,515	2,457,959,716
Cash and cash equivalents at 31 December	5	2,183,056,389	2,598,186,435	978,145,809	1,504,682,515
Non-cash transactions :					
Property, plant and equipment - right of use assets		-	18,193,478	-	18,193,478
Cancellation of property, plant and equipment					
right of use assets		-	69,943,273	-	-
Transfer of property, plant and equipment to					
investment properties		(63,700,000)	-	(506,890,852)	-
Construction and equipments payables		198,712,756	140,537,584	105,770,676	69,845,070
Lease liabilities		14,333,090	18,657,823	14,333,090	18,657,823
Cancellation of lease liability		-	(80,490,939)	-	-

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

Bangkok Chain Hospital Public Company Limited and its Subsidiaries

Notes to the Financial statements

For the year ended 31 December 2023

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These notes form an integral part of the financial statements.

The financial statements issued for Thai statutory and regulatory reporting purposes are prepared in the Thai language. These English language financial statements have been prepared from the Thai language statutory financial statements, and were approved and authorised for issue by the Board of Directors on 29 February 2024.

1 General information

Bangkok Chain Hospital Public Company Limited, the “Company”, is incorporated in Thailand and was listed on the Stock Exchange of Thailand on November 2004. The Company’s registered office at 44 Moo 4 Chaengwattana Road, Pakkred Nonthaburi.

The Company’s major shareholders during the financial year were Harnphanich family (49.99% shareholding).

The principal activities of the Company and its subsidiaries (together referred to as the “Group”) are private hospitals, nursing business to provide medical treatment to patients with a total of 15 chained hospitals in Bangkok vicinity, Chiang Rai, Saraburi, Nonthaburi, Pathumthani, Ayudhaya, Chachoengsao, Prachinburi, Sa Kaeo Province and Lao People’s Democratic Republic as well as selling healthy drinks, providing medical analysis and research services in operation rooms, providing clinic for cancer treatment using laser technology, providing developing package computer programs. and property for rent. Details of the Company’s subsidiaries as at 31 December 2023 and 2022 are given in note 10.

2 Basis of preparation of the financial statements

The financial statements are prepared in accordance with Thai Financial Reporting Standards (TFRS); guidelines promulgated by the Federation of Accounting Professions and applicable rules and regulations of the Thai Securities and Exchange Commission. The financial statements are presented in Thai Baht, which is the Company’s functional currency.

The consolidated financial statements relate to the Company and its subsidiaries (together referred to as the “Group”) and the Group’s interests in associates. The preparation of financial statements in conformity with TFRS requires management to make judgements, estimates and assumptions that affect the application of the Group’s accounting policies. Actual results may differ from these estimates. Estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised prospectively.

3 Significant accounting policies

The accounting policies set out below have been applied consistently to all periods presented in these financial statements.

(a) Basis of consolidation

The consolidated financial statements relate to the Company and its subsidiaries (together referred to as the “Group”) and the Group’s interest in associate.

Subsidiaries are entities controlled by the Group. The Group controls an entity when it is exposed to, or has rights to, variable returns from its involvement with the entity and has the ability to affect those returns through its power over the entity. The financial statements of subsidiaries are included in the consolidated financial statements from the date on which control commences until the date on which control ceases.

Associates are those entities in which the Group has significant influence, but not control or joint control, over the financial and operating policies.

The Group recognised investments in associates using the equity method in the consolidated financial statements. They are initially recognised at cost, which includes transaction costs. Subsequent to initial recognition, the consolidated financial statements include the Group's dividend income and share of the profit or loss and other comprehensive income of equity-accounted investees, until the date on which significant influence ceases.

Intra-group balances and transactions, and any unrealised income or expenses arising from intra-group transactions, are eliminated on consolidation. Unrealised gains arising from transactions with associates are eliminated against the investment to the extent of the Group's interest in the investee. Unrealised losses are eliminated in the same way as unrealised gains, but only to the extent that there is no evidence of impairment.

Business combinations

The Group applies the acquisition method when the Group assess that the acquired set of activities and assets include, at a minimum, an input and a substantive process that together significantly contribute to the ability to create output. The acquisition date is the date on which control is transferred to the Group, other than business combinations with entities under common control. Expenses in connection with a business combination are recognised as incurred.

Goodwill is measured as the fair value of the consideration transferred including the recognised amount of any non-controlling interest in the acquiree, less net fair value of the identifiable assets acquired and liabilities assumed. Any gain on bargain purchase is recognised in profit or loss immediately.

Consideration transferred includes assets transferred, liabilities incurred by the Group to the previous owners of the acquiree, any contingent consideration and equity interests issued by the Group.

Any contingent consideration is measured at fair value at the date of acquisition, and remeasured at fair value at each reporting date. Subsequent changes in the fair value are recognised in profit or loss.

A contingent liability of the acquiree is assumed in a business combination only if such a liability represents a present obligation and arises from a past event, and its fair value can be measured reliably.

(b) Investments in subsidiaries and associate

Investments in subsidiaries and associates in the separate financial statements of the Company are measured at cost less allowance for impairment losses. Dividend income is recognised in profit or loss on the date on which the Group's right to receive payment is established.

(c) Foreign currencies

Transactions in foreign currencies including non-monetary assets and liabilities denominated in foreign currencies are translated to the respective functional currencies of each entity in the Group at exchange rates at the dates of the transactions. Monetary assets and liabilities denominated in foreign currencies are translated at the exchange rate at the reporting date.

Foreign currency differences are generally recognised in profit or loss.

Foreign operations

The assets and liabilities of foreign operations are translated to Thai Baht at the exchange rates at the reporting date. The revenues and expenses of foreign operations are translated to Thai Baht at rates approximating the exchange rates at the dates of the transactions.

Foreign exchange differences are recognised in other comprehensive income and accumulated in the translation reserve until disposal of the investment, except to extent that the translation difference is allocated to non-controlling interest.

When a foreign operation is disposed of in its entirety or partially such that control is lost, the cumulative amount in the translation reserve related to that foreign operation is reclassified to profit or loss as part of the gain or loss on disposal. If the Group disposes of part of its interest in a subsidiary but retains control, then the relevant proportion of the cumulative amount is reattributed to non-controlling interests.

When the settlement of a monetary item receivable from or payable to a foreign operation is neither planned nor likely in the foreseeable future, exchange gains and losses arising from such a monetary item are considered to form part of a net investment in a foreign operation and are recognised in other comprehensive income, and presented in the translation reserve in equity until disposal of the investment.

(d) Financial instruments

(d.1) Classification and measurement

Debt securities issued by the Group are initially recognised when they are originated. Other financial assets and financial liabilities (except trade accounts receivables (see note 3(f))) are initially recognised when the Group becomes a party to the contractual provisions of the instrument, and measured at fair value plus or minus, for an item not at fair value through profit or loss (FVTPL), transaction costs that are directly attributable to its acquisition or issue.

On initial recognition, a financial asset is classified as measured at: amortised cost; fair value through other comprehensive income (FVOCI); or FVTPL. Financial assets are not reclassified subsequent to their initial recognition unless the Group changes its business model for managing financial assets, in which case all affected financial assets are reclassified prospectively from the reclassification date.

On initial recognition, financial liabilities are classified as measured at amortised cost using the effective interest method or FVTPL. Interest expense, foreign exchange gains and losses and any gain or loss on derecognition are recognised in profit or loss.

Financial assets measured at amortised costs are subsequently measured at amortised cost using the effective interest method. The amortised cost is reduced by expected credit losses. Interest income, foreign exchange gains and losses, expected credit loss and any gain or loss on derecognition are recognised in profit or loss.

Equity investments measured at FVOCI are subsequently measured at fair value. Dividend income is recognised as income in profit or loss on the date on which the Group's right to receive payment is established, unless the dividend clearly represents a recovery of part of the cost of the investment. Other net gains and losses are recognised in OCI and are never reclassified to profit or loss.

(d.2) Derecognition and offset

The Group derecognises a financial asset when the contractual rights to receive the cash flows from the financial asset expire, or it transfers the rights to receive the contractual cash flows in a transaction in which substantially all of the risks and rewards of ownership of the financial asset are transferred or in which the Group neither transfers nor retains substantially all of the risks and rewards of ownership and it does not retain control of the financial asset.

The Group derecognises a financial liability when its contractual obligations are discharged or cancelled, or expire. The Group also derecognises a financial liability when its terms are modified and the cash flows of the modified liability are substantially different, in which case a new financial liability based on the modified terms is recognised at fair value.

The difference between the carrying amount extinguished and the consideration received or paid is recognised in profit or loss.

Financial assets and financial liabilities are offset and the net amount presented in the statement of financial position when, and only when, the Group currently has a legally enforceable right to set off the amounts and the Group intends either to settle them on a net basis or to realise the asset and settle the liability simultaneously.

Interest rate benchmark reform

When the basis of determining the contractual cash flows of a financial asset or financial liability measured at amortised cost changed as a result of interest rate benchmark reform (IBOR reform), the Group first updated the effective interest rate of the financial asset or financial liability to reflect the change that is required by IBOR reform. If there were any other additional changes, the Group applied the policies on accounting for modifications to those changes

(d.3) Impairment of financial assets other than trade accounts receivables

The Group recognises allowances for expected credit losses (ECLs) on financial assets measured at amortised cost, equity investments measured at FVOCI, debt investments measured at FVTPL.

The Group recognises ECLs equal to 12-month ECLs unless there has been a significant increase in credit risk of the financial instrument since initial recognition or credit-impaired financial assets, in which case the loss allowance is measured at an amount equal to lifetime ECLs.

ECLs are a probability-weighted estimate of credit losses based on forward-looking and historical experience. Credit losses are measured as the present value of all cash shortfalls discounted by the effective interest rate of the financial asset.

The Group assumes that the credit risk on a financial asset has increased significantly if it is more than 30 days past due, significant deterioration in credit rating, significant deterioration in the operating results of the debtor and existing or forecast changes in the technological, market, economic or legal environment that have a significant adverse effect on the debtor's ability to meet its obligation to the Group.

The Group considers a financial asset to be in default when:

- the debtor is unlikely to pay its credit obligations to the Group in full, without recourse by the Group to actions such as realising security (if any is held); or
- the financial asset is more than 90 days past due.

(d.4) Write offs

The gross carrying amount of a financial asset is written off when the Group has no reasonable expectations of recovering. Subsequent recoveries of an asset that was previously written off, are recognised as a reversal of impairment in profit or loss in the period in which the recovery occurs.

(d.5) Interest

Interest income and expense is recognised in profit or loss using the effective interest method.

(e) Cash and cash equivalents

Cash and cash equivalents comprise cash balances, call deposits and highly liquid short-term investments which has a maturity of three months or less from the date of acquisition. Bank overdrafts that are repayable on demand are a component of financing activities for the purpose of the statement of cash flows.

(f) Trade accounts receivable and accrued income

Trade receivable and accrued income are recognised when the Group has an unconditional right to receive consideration. Trade receivable and accrued income are measured at transaction price less allowance for expected credit loss. Bad debts are written off when incurred.

The Group estimates lifetime expected credit losses (ECLs), using a provision matrix to find ECLs rate. This method groups the debtors based on shared credit risk characteristics and past due status, taking into account historical credit loss data, adjusted for factors that are specific to the debtors and an assessment of both current economic conditions and forward-looking general economic conditions at the reporting date.

(g) Inventories

Inventories are measured at the lower of cost and net realisable value. Cost is calculated using the weighted average cost principle. Cost includes direct costs incurred in acquiring the inventories. In the case of manufactured inventories and work-in-progress, cost includes an appropriate share of production overheads based on normal operating capacity. Net realisable value is the estimated selling price in the ordinary course of business less the estimated costs to complete and to make the sale.

(h) Investment properties

Investment properties are measured at cost less accumulated depreciation and impairment losses. Cost includes expenditure that is directly attributable to the acquisition of the investment property. The cost of self-constructed assets includes capitalised borrowing costs.

Depreciation is calculated on a straight-line basis over the estimated useful lives of buildings and improvement of 30 years and recognised in profit or loss. No depreciation charged on freehold land.

Differences between the proceeds from disposal and the carrying amount of investment property are recognised in profit or loss.

(i) Property, plant and equipment

Property, plant and equipment are measured at cost less accumulated depreciation and impairment losses

Cost includes expenditure that is directly attributable to the acquisition of the asset. The cost of self-constructed assets includes capitalised borrowing costs, and the costs of dismantling and removing the items and restoring the site on which they are located. Purchased software that is integral to the functionality of the related equipment is capitalised as part of that equipment.

Land use rights were land in Lao People's Democratic Republic which the Group has ownership and consume of benefit in such land throughout the term of the land assignment agreement. Land use rights measured at cost less accumulated amortisation. Amortisation is recognised in profit or loss on a straight-line basis over the contract period.

Differences between the proceeds from disposal and the carrying amount of property, plant and equipment are recognised in profit or loss.

Depreciation

Depreciation is calculated on a straight-line basis over the estimated useful lives of each component of an asset and recognised in profit or loss. No depreciation is provided on freehold land and assets under construction.

The estimated useful lives are as follows:

Land use right	90	years (Contract period)
Land improvement	30	years
Buildings and buildings improvements	6 - 40	years
Buildings equipment	5 - 30	years
Hospital equipment and medical instrument	5 - 20	years
Office equipment	5 - 20	years
Computer and system work	3 - 20	years
Vehicles	5 - 20	years

(j) Goodwill

Goodwill is measured at cost less accumulated impairment losses.

(k) Intangible assets

Intangible assets are measured at cost less accumulated amortisation and accumulated impairment losses. Subsequent expenditure is capitalised only when it will generate the future economic benefits. Amortisation is calculated on a straight-line basis over the estimated useful lives of intangible assets and recognised in profit or loss.

The estimated useful lives for the current period and comparison period are as follows:

Software licenses	3 - 10 years
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(l) Leases

At inception of a contract, the Group assesses that a contract is, or contains, a lease when it conveys the right to control the use of an identified asset for a period of time in exchange for consideration.

As a lessee

At commencement of a contract, the Group allocates the consideration in the contract to each lease component on the basis of its relative stand-alone prices of each component. For the leases of property, the Group has elected not to separate non-lease components and accounted for the lease and non-lease components wholly as a single lease component.

The Group recognises a right-of-use asset and a lease liability at the lease commencement date, except for leases of low-value assets and short-term leases which is recognised as an expense on a straight-line basis over the lease term.

Right-of-use asset is measured at cost, less any accumulated depreciation and impairment loss, and adjusted for any remeasurements of lease liability. The cost of right-of-use asset includes the initial amount of the lease liability adjusted for any prepaid lease payments, plus any initial direct costs incurred and an estimate of restoration costs, less any lease incentives received. Depreciation is charged to profit or loss on a straight-line method from the commencement date to the end of the lease term, unless the lease transfers ownership of the underlying asset to the Group by the end of the lease term or the Group will exercise a purchase option. In that case the right-of-use asset will be depreciated over the useful life of the underlying asset, which is determined on the same basis as those of property and equipment.

The lease liability is initially measured at the present value of all lease payments that shall be paid under the lease. The Group uses the Group's incremental borrowing rate to discount the lease payments to the present value. The Group determines its incremental borrowing rate by obtaining interest rates from various external financing sources and makes certain adjustments to reflect the terms of the lease and type of the asset leased.

The lease liability is measured at amortised cost using the effective interest method. It is remeasured when there is a lease modification, or a change in the assessment of options specified in the lease. When the lease liability is remeasured, a corresponding adjustment is made to the carrying amount of the right-of-use asset or is recorded in profit or loss if the carrying amount of the right-of-use asset has been reduced to zero.

As a lessor

At inception or on modification of a contract, the Group allocates the consideration in the contract to each component on the basis of their relative standalone selling prices.

At lease inception, the Group considers to classify a lease that transfers substantially all of the risks and rewards incidental to ownership of the underlying asset to lessees as a finance lease. A lease that does not meet this criteria is classified as an operating lease.

The Group recognises finance lease receivables at the net investment of the leases, which includes the present value of the lease payments, and any unguaranteed residual value, discounted using the interest rate implicit in the lease. Finance lease income reflects a constant periodic rate of return on the Group's net investment outstanding in respect of the leases.

The Group recognises lease payments received under operating leases in profit or loss on a straight-line basis over the lease term as part of rental income. Initial direct costs incurred in arranging an operating lease are added to the carrying amount of the leased asset and recognised over the lease term on the same basis as rental income.

(m) Impairment of non-financial assets

The carrying amounts of the Group's assets are reviewed at each reporting date to determine whether there is any indication of impairment. If any such indication exists, the assets' recoverable amounts are estimated. For goodwill and intangible assets that have indefinite useful lives or are not yet available for use, the recoverable amount is estimated each year at the same time.

An impairment loss is recognised in profit or loss if the carrying amount of an asset or its cash-generating unit exceeds its recoverable amount.

The recoverable amount is the greater of the asset's value in use and fair value less costs to sell. In assessing value in use, the estimated future cash flows are discounted to their present value using a discount rate that reflects current market assessments of the time value of money and the risks specific to the asset. For an asset that does not generate cash inflows largely independent of those from other assets, the recoverable amount is determined for the cash-generating unit to which the asset belongs.

Impairment losses of assets recognised in prior periods is reversed if there has been a change in the estimates used to determine the recoverable amount. An impairment loss in respect of goodwill is not reversed. An impairment loss is reversed only to the extent that the asset's carrying amount does not exceed the carrying amount that would have been determined, net of depreciation or amortisation, if no impairment loss had been recognised.

(n) Employee benefits

Defined contribution plan

Obligations for contributions to the Group's provident funds are expensed as the related service is provided.

Defined benefit plans

The Group's net obligation in respect of defined benefit plans is calculated by estimating the amount of future benefit that employees have earned in the current and prior periods. The defined benefit obligations is discounted to the present value, which performed annually by a qualified actuary using the projected unit credit method.

Remeasurements of the net defined benefit liability, actuarial gain or loss are recognised immediately in OCI. The Group determines the interest expense on the net defined benefit liability for the period by applying the discount rate used to measure the defined benefit obligation at the beginning of the annual period, taking into account any changes in the net defined benefit liability during the period as a result of contributions and benefit payments. Net interest expense and other expenses related to defined benefit plans are recognised in profit or loss.

When the benefits of a plan are changed or when a plan is curtailed, the resulting change in benefit that relates to past service or the gain or loss on curtailment is recognised immediately in profit or loss. The Group recognises gains and losses on the settlement of a defined benefit plan when the settlement occurs.

The Group's net obligation in respect of long-term employee benefits is the amount of future benefit that employees have earned in return for their service in the current and prior periods. That benefit is discounted to determine its present value. Remeasurements are recognised in profit or loss in the period in which they arise.

Short-term employee benefits are expensed as the related service is provided. A liability is recognised for the amount expected to be paid if the Group has a present legal or constructive obligation to pay this amount as a result of past service provided by the employee and the obligation can be estimated reliably.

(o) Provisions

A provision is recognised if, as a result of a past event, the Group has a present legal or constructive obligation that can be estimated reliably, and it is probable that an outflow of economic benefits will be required to settle the obligation. Provisions are determined by discounting the expected future cash flows at a pre-tax rate that reflects current market assessments of the time value of money and the risks specific to the liability. The unwinding of the discount is recognised as a finance cost.

(p) 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 market participants at the measurement date in the principal or, in its absence, the most advantageous market to which the Group has access at that date. The fair value of a liability reflects its non-performance risk.

When measuring the fair value of an asset or a liability, the Group uses observable market data as far as possible. Fair values are categorised into different levels in a fair value hierarchy based on the inputs used in the valuation techniques as follows:

- Level 1: quoted prices in active markets for identical assets or liabilities.
- Level 2: inputs other than quoted prices included in Level 1 that are observable for the asset or liability, either directly or indirectly.
- Level 3: inputs for the asset or liability that are based on unobservable input.

If an asset or a liability measured at fair value has a bid price and an ask price, then the Group measures assets and asset positions at a bid price and liabilities and liability positions at an ask price.

The best evidence of the fair value of a financial instrument on initial recognition is normally the transaction price - i.e. the fair value of the consideration given or received.

(q) Revenue from contracts with customers

Revenue recognition

Revenue is recognised when a customer obtains control of the goods or services in an amount that reflects the consideration to which the Group expects to be entitled, excluding those amounts collected on behalf of third parties, value added tax and is after deduction of any trade discounts.

Revenue from sales of goods is recognised on the date on which the goods are delivered to the customers.

Revenues from hospital operations, mainly consisting of medical fees, hospital room sales, and medicine sales, are recognised as income when services have been rendered or medicine delivered. The revenue is recognised to the extent that it is highly probable that a significant reversal in the amount of cumulative revenue recognised will not occur. Therefore the amount of revenue recognised is adjusted for estimated returns, which are estimated based on the historical data.

Income from services provided to patients under the service contract with Social Security Office is recognised on the basis, procedures and conditions for reimbursement as stipulated by the aforesaid offices, such as, the number of insured persons registered with the hospital, and statistical information of the services provided by the hospital, etc. In addition, the repayment is depended on the policy and budget of the government welfare schemes. The management is required to make an estimation of such accrued income in accordance with the basis, procedures and conditions as stipulated by the aforesaid offices.

For bundled packages, the Group accounts for individual products and services separately if they are distinct (i.e. if a product or service is separately identifiable from other items and a customer can benefit from it) or the multiple services are rendered in different reporting periods. The consideration received is allocated based on their relative stand-alone selling prices which are determined based on the price list at which the Group sells the products and services in separate transactions.

(r) Income tax

Income tax expense for the year comprises current and deferred tax, which is recognised in profit or loss except to the extent that they relate to items recognised directly in equity or in other comprehensive income.

Current tax is recognised in respect of the taxable income or loss for the year, using tax rates enacted or substantively enacted at the reporting date, and any adjustment to tax payable in respect of previous years.

Deferred tax is recognised in respect of temporary differences between the carrying amounts of assets and liabilities for financial reporting purposes and the amounts used for taxation purposes. Deferred tax is not recognised for the temporary differences: the initial recognition of goodwill; the initial recognition of assets or liabilities in a transaction that is not a business combination and that affects neither accounting nor taxable profit or loss; and differences relating to investments in subsidiaries and joint ventures to the extent that it is probable that they will not reverse in the foreseeable future.

The measurement of deferred tax reflects the tax consequences that would follow the manner in which the Group expects, at the end of the reporting period, to recover or settle the carrying amount of its assets and liabilities, using tax rates enacted or substantively enacted at the reporting date. Current deferred tax assets and liabilities are offset in the separate financial statements.

A deferred tax asset is recognised to the extent that it is probable that future taxable profits will be available against which the temporary differences can be utilised. Deferred tax assets are reviewed at each reporting date and reduced to the extent that it is no longer probable that the related tax benefit will be realised.

(s) Earnings per share

Basic EPS is calculated by dividing the profit or loss attributable to ordinary shareholders of the Company by the weighted average number of ordinary shares outstanding during the period.

4 Related parties

Related parties are a person or entity that has direct or indirect control or joint control, or has significant influence over the financial and managerial decision-making of the Group; a person or entity that are under common control or under the same significant influence as the Group; or the Group has direct or indirect control or joint control or has significant influence over the financial and managerial decision-making of a person or entity.

Relationships with subsidiaries and associates are described in notes 9 and 10. Other related parties that the Group had significant transactions with during the year were as follows:

Name of entities	Country of incorporation / nationality	Nature of relationships
Key management personnel	Thailand	Persons having authority and responsibility for planning, directing and controlling the activities of the entity, directly or indirectly, including any director (whether executive or otherwise) of the company.
SG Good Friends Co., Ltd.	Thailand	Common directors

Name of entities	Country of incorporation / nationality	Nature of relationships
K.P.A. food Co., Ltd.	Thailand	Common directors
Lattee Coffee Shop Co., Ltd.	Thailand	Common directors
Park Inn Saraburi Co., Ltd.	Thailand	Common directors
P Medical Co., Ltd.	Thailand	Common key management
M Medical Care Co., Ltd.	Thailand	Common key management
Park Inn Chiangrai Limited Partnership	Thailand	Common key management
Home Health Care Co., Ltd.	Thailand	Common key management

Significant transactions Year ended 31 December	Consolidated financial statements		Separate financial statements	
	2023	2022	2023	2022
	<i>(in thousand Baht)</i>			
<i>Subsidiaries</i>				
Revenues from hospital operations	-	-	79,303	88,779
Revenues from sales of goods	-	-	34,254	36,351
Dividend income	-	-	544,440	1,128,794
Interest income	-	-	12,468	14,832
Other income	-	-	10,244	22,330
Management service fee	-	-	77,655	117,640
Procurement service fee	-	-	15,211	21,418
Purchases inventories / services	-	-	133,680	110,293
Other expenses	-	-	12,263	5,685
<i>Associate</i>				
Purchases inventories / services	9,513	7,626	-	-
<i>Other related parties</i>				
Purchases inventories / services	-	22,369	-	-
Other expenses	10,883	9,196	6,190	6,159
<i>Key management personnel</i>				
Doctor fee	50,110	43,444	23,653	20,848
Key management personnel compensation				
Short-term employee benefit	221,046	234,391	154,792	164,589
Post-employment benefits	2,174	1,594	1,206	453
Total	273,330	279,429	179,651	185,890

Significant balances as at 31 December with related parties were as follows:

Trade accounts receivable	Consolidated financial statements		Separate financial statements	
	2023	2022	2023	2022
	<i>(in thousand Baht)</i>			
Subsidiaries	-	-	18,430	41,800
<i>Other receivables</i>				
Subsidiaries	-	-	116,791	131,397

	Interest rate		Separate financial statements	
	2023	2022	2023	2022
	(% per annum)		(in thousand Baht)	
Short-term loans to related parties				
Subsidiaries	2.50	1.50	<u>150,000</u>	<u>500,000</u>
Long-term loans to related parties				
Subsidiaries	3.25	2.50	<u>702,262</u>	<u>65,200</u>
Short-term loan from related party				
Subsidiary	1.75	-	<u>50,000</u>	<u>-</u>

	Consolidated financial statements		Separate financial statements	
	2023	2022	2023	2022
	(in thousand Baht)			
Trade accounts payable				
Subsidiaries	-	-	37,397	52,316
Associate	1,324	-	-	-
Other related parties	29	51	29	36
Total	<u>1,353</u>	<u>51</u>	<u>37,426</u>	<u>52,352</u>

	Consolidated financial statements		Separate financial statements	
	2023	2022	2023	2022
	(in thousand Baht)			
Accrued expenses				
Key management personnel	<u>3,968</u>	<u>3,435</u>	<u>1,889</u>	<u>1,421</u>

Significant agreements with related parties

Ordering goods

The Company has entered into the procurement agreements with Rattanatibeth General Hospital Co., Ltd., Saraburi Wetchakit Co., Ltd., Sriburin Medical Co., Ltd., Navanakorn Medicare Co., Ltd., Sothon Vejchakit Co., Ltd., Bangkok Chain Management Co., Ltd., and Bangkok Chain International (Lao) Co., Ltd. for the purchase of medicines, medical supplies, general goods, equipment, medical instruments and fixed assets. The service charges are computed at the agreed percentage of the asset value. The agreements expired on 31 December 2023.

Management

The Company has entered into a management service agreement with Rattanathibeth General Hospital Co., Ltd., Saraburi Wetchakit Co., Ltd., Sriburin Medical Co., Ltd., Navanakorn Medicare Co., Ltd., Sothon Vejchakit Co., Ltd., Bangkok Chain Management Co. Ltd., Bangkok Chain International (Lao) Co., Ltd., and Health Chain Innotech Co., Ltd. to provide advisory services and management assistance for running of the hospital, including accounting, tax, personnel management and facilities management. The service charges are computed at the agreed rate. The agreement expired on 31 December 2023.

5 Cash and cash equivalents

	Consolidated financial statements		Separate financial statements	
	2023	2022	2023	2022
	<i>(in thousand Baht)</i>			
Cash on hand	8,750	6,754	3,098	2,331
Cash at banks	2,040,006	2,591,427	975,048	1,502,352
Highly liquid short-term investments	134,300	5	-	-
Total	2,183,056	2,598,186	978,146	1,504,683

6 Trade account receivable

	Consolidated financial statements		Separate financial statements	
	2023	2022	2023	2022
	<i>(in thousand Baht)</i>			
Within credit terms	497,773	600,749	424,652	485,546
Overdue:				
1 - 90 days	275,596	678,632	114,945	490,828
91 - 180 days	41,971	71,645	16,574	37,275
181 - 365 days	24,098	173,866	13,862	95,479
More than 365 days	133,580	198,107	81,822	66,588
Total	973,018	1,722,999	651,855	1,175,716
Less allowance for expected credit loss	(133,625)	(184,134)	(96,148)	(94,622)
Net	839,393	1,538,865	555,707	1,081,094

Allowance for expected credit loss

	Consolidated financial statements		Separate financial statements	
	2023	2022	2023	2022
	<i>(in thousand Baht)</i>			
At 1 January	184,134	99,963	94,622	72,608
Addition	8,044	107,010	2,087	26,454
Write-off	(58,553)	(22,839)	(561)	(4,440)
At 31 December	133,625	184,134	96,148	94,622

The normal credit term granted by the Group ranges from 30 - 150 days.

7 Accrued income

	Consolidated financial statements		Separate financial statements	
	2023	2022	2023	2022
	<i>(in thousand Baht)</i>			
Accrued income	542,330	1,066,852	290,030	436,620
Accrued income - the Social Security Office	933,578	1,198,154	576,653	712,207
Total	1,475,908	2,265,006	866,683	1,148,827
Less allowance for expected credit loss	(76,121)	(49,452)	(17,572)	(17,978)
Net	1,399,787	2,215,554	849,111	1,130,849

8 Inventories

	<i>Note</i>	Consolidated financial statements		Separate financial statements	
		2023	2022	2023	2022
		<i>(in thousand Baht)</i>			
Medicine and medical supplies		339,292	804,724	142,117	416,418
Supplies and equipment		67,208	62,700	43,128	39,880
Total		406,500	867,424	185,245	456,298
<i>Less</i> allowance for decline in value		(100,827)	(505,859)	(13,739)	(246,848)
Net		305,673	361,565	171,506	209,450
Inventories recognised in cost of hospital operations	<i>20</i>	1,770,052	2,691,632	1,174,454	1,684,223

During 2023, the Group and the Company have reversal of allowance for decline in value to amounting Baht 405 million and Baht 233 million, respectively for inventories were destroyed during the year.

9 Investment in associate

Investment in associate as at 31 December 2023 and 2022, and dividend income for the year then ended were as follows:

Type of business	Consolidated financial statements									
	Ownership Interest		Paid-up capital		Cost		Equity		Dividend income for the year	
	2023	2022	2023	2022	2023	2022	2023	2022	2023	2022
	<i>(in thousand Baht)</i>									
							</			

Investment in associate was incorporated in Thailand and none of the Group's and the Company's associates are publicly listed and consequently do not have published price quotations.

Immaterial associate

The following is summarised financial information for the Group's interest in immaterial associate based on the amounts reported in the Group's consolidated financial statements:

	Immaterial associate	
	2023	2022
	<i>(in thousand Baht)</i>	
Carrying amount of interests in immaterial associate	9,594	9,538
Group's share of:		
- Profit from continuing operations	1,056	342
- Other comprehensive income	-	-
- Total comprehensive income	<u>1,056</u>	<u>342</u>

10 Investments in subsidiaries

Investments in subsidiaries as at 31 December 2023 and 2022, and dividend income for the years then ended were as follows:

Separate financial statements										
Type of business	Ownership Interest (%)		Cost method		Impairment		At cost - net			
	2023	2022	2023	2022	2023	2022	2023	2022		
(in thousand Baht)										
Direct subsidiaries	Rattanaibeth General Hospital Co., Ltd.	72.73	72.73	448,258	448,258	-	-	448,258	448,258	
	Saraburi Wetchakit Co., Ltd.	59.92	59.92	225,653	225,653	-	-	225,653	225,653	
	Sriburin Medical Co., Ltd.	93.67	93.67	544,164	544,164	-	-	544,164	544,164	
	Navanakorn Medicare Co., Ltd.	79.44	79.44	357,496	357,496	-	-	357,496	357,496	
	Sothon Vejchakit Co., Ltd.	86.29	86.29	604,051	604,051	-	-	604,051	604,051	
	Bangkok Chain Management Co., Ltd.	100.00	100.00	5,000	5,000	-	-	5,000	5,000	
	Bangkok Chain International (Lao) Co., Ltd.	75.24	68.47	750,088	371,897	-	-	750,088	371,897	
	Kasemrad Ari Cancer Rangsi Raksa Center Co., Ltd.	51.00	-	38,250	-	-	-	38,250	-	
	Health Chain Innotech Co., Ltd.	90.00	-	4,500	-	-	-	4,500	-	
	Total			2,977,460	2,556,519	-	-	2,977,460	2,556,519	

In March 2023, the Company invested in Kasemrad Ari Cancer Rangsi Raksa Center Company Limited as a subsidiary to establish the specialise medical center for cancer treatment using radiotherapy amounting to Baht 38.25 million, 51% shareholding. The subsidiary has already paid-up registered capital amounting to Baht 75 million, which is 25% of registered capital.

In May 2023, the Company invested in Health Chain Innotech Company Limited as a subsidiary to develop the hospital management software and other relevant business amounting to Baht 1.13 million, 90% shareholding. The subsidiary has already paid-up ordinary shares amounting to Baht 1.25 million, which is 25% of registered capital. During 2023, such subsidiary partial called for additional payment of ordinary shares from shareholders at the same proportion until fully. As a result, the Company has investment in subsidiary in the amount of Baht 4.5 million.

Bangkok Chain International (Lao) Co., Ltd., the subsidiary, has increased its registered capital to be LAK 412,600 million (206.3 million shares, par value at LAK 2,000 per share) for working capital. The subsidiary has fully received from the capital increase on September 2023. The Company invested in newly share capital amounting to Baht 378.19 million which percentage of shareholding change from 68.47% shareholding to be 75.24% shareholding, although another shareholders have right to purchase newly 13.97 million shares back from the Company at the former percentage shareholding in accordance with acquisition amount and period in the agreement. Subsequently, in February 2024, the Board of Director meeting passed a resolution to 3 months extend of the period for the unexercised right to purchase additional shares from another shareholder, amounting to 12.13 million shares, which be ending on 31 May 2024 at the price be in the process of agreed determined.

All subsidiaries were incorporated in Thailand, except Bangkok Chain International (Lao) which was incorporated in Lao People's Democratic Republic.

None of the Group's subsidiaries are publicly listed and consequently do not have published price quotations.

11 Non-controlling interests

The following table summarises the information relating to each of the Group's subsidiaries that has a material non-controlling interest, before any intra-group eliminations:

	31 December 2023						Total
	Rattanaibeth General Hospital Co., Ltd.	Saraburi Wechakit Co., Ltd.	Sriburi Medical Co., Ltd.	Navanakorn Medicare Co., Ltd.	Sothon Veichakit Co., Ltd.	Bangkok Chain International (Lao) Co., Ltd.	
	27.27%	40.08%	6.33%	20.56%	13.71%	24.76%	
Non-controlling interest percentage							
Current assets	484,658	393,023	516,167	395,514	376,749	89,119	43,274
Non-current assets	1,198,893	367,810	709,324	855,078	1,673,766	779,009	33,009
Current liabilities	(251,992)	(187,948)	(138,390)	(220,277)	(303,522)	(238,096)	(294)
Non-current liabilities	(14,635)	(18,957)	(24,125)	(17,439)	(643,636)	(289,324)	(1)
Net assets	1,416,924	553,928	1,062,976	1,012,876	1,103,357	340,708	75,988
Carrying amount of non-controlling interest	386,395	222,014	67,249	208,215	151,318	84,359	(45,922)
							1,110,492
Revenue	1,617,254	821,998	1,140,817	403,002	796,643	305,966	203
Profit (loss) for the year	374,185	112,205	257,928	(98,827)	(22,709)	(222,869)	(4,011)
Other comprehensive income	(3,695)	(400)	(1,158)	(442)	(36)	(4,473)	(1)
Total comprehensive income	370,490	111,805	256,770	(99,269)	(22,745)	(227,342)	(4,012)
Profit (loss) allocated to non-controlling interest	102,040	44,972	16,318	(20,316)	(3,114)	(66,992)	(384)
Other comprehensive income allocated to non-controlling interest	(1,008)	(160)	(73)	(91)	(5)	(785)	-
Dividend paid to non-controlling interests	(118,626)	(35,378)	(11,831)	-	-	-	-
Cash flows from (used in) operating activities	148,414	102,454	23,896	62,449	30,014	(2,365)	(2,365)
Cash flows from (used in) investing activities	(11,895)	(24,305)	(4,396)	(19,138)	(30,723)	120,798	120,798
Cash flows used in financing activities	-	-	-	(83,032)	(4,340)	(116,303)	(116,303)
Net increase (decrease) in cash and cash equivalents	17,893	42,771	7,669	(39,721)	(5,049)	2,130	

	31 December 2022					
	Rattanaibeth General Hospital Co., Ltd.	Saraburi Wechakit Co., Ltd.	Sriburin Medical Co., Ltd.	Navanakorn Medicare Co., Ltd. <i>(in thousand Baht)</i>	Sothon Vejjakit Co., Ltd.	Bangkok Chain International (Lao) Co., Ltd.
Non-controlling interest percentage	27.27%	40.08%	6.33%	20.56%	13.71%	31.53%
Current assets	543,120	364,441	370,347	1,061,376	503,289	108,730
Non-current assets	1,238,510	401,726	783,959	776,349	1,563,668	985,950
Current liabilities	(285,837)	(219,227)	(136,513)	(687,277)	(354,255)	(167,144)
Non-current liabilities	(14,361)	(16,542)	(24,586)	(13,175)	(586,599)	(841,416)
Net assets	1,481,432	530,398	993,207	1,137,273	1,126,103	86,120
Carrying amount of non-controlling interest	403,987	212,584	62,835	233,787	154,437	27,155
						(29,885)
						1,064,900
Revenue	2,244,423	1,100,108	1,254,673	1,650,835	1,349,350	304,195
Profit (loss) for the year	477,313	113,909	167,679	(22,501)	174,268	(276,700)
Other comprehensive income	(1,115)	-	-	-	-	(96,583)
Total comprehensive income	476,199	113,909	167,679	(22,501)	174,268	(373,283)
Profit (loss) allocated to non-controlling interest	130,163	45,655	10,608	(4,626)	23,900	(87,243)
Other comprehensive income allocated to non-controlling interest	(304)	-	-	-	-	(37,837)
Dividend paid to non-controlling interests	(147,260)	(80,405)	(5,915)	(61,680)	(46,080)	-
Cash flows from operating activities	165,832	118,199	23,022	18,017	65,033	14,307
Cash flows used in investing activities	(7,679)	(10,003)	(1,656)	(85,555)	(21,749)	(34,925)
Cash flows from (used in) financing activities	(141,336)	(111)	(14,607)	81,606	(34,524)	6,094
Net increase (decrease) in cash and cash equivalents	(130,443)	27,680	844	(47,612)	(37,320)	(14,524)

12 Investment properties

<i>Land and land improvement</i>	<i>Note</i>	Consolidated financial statements (in thousand Baht)
Cost		
At 1 January 2022		453,052
At 31 December 2022 and 1 January 2023		453,052
Transfer from property, plant and equipment	13	63,700
At 31 December 2023		516,752
Accumulated depreciation		
At 1 January 2022		100
Depreciation charge for the year		18
At 31 December 2022 and 1 January 2023		118
Depreciation charge for the year		18
At 31 December 2023		136
Net book value		
At 31 December 2022		452,934
At 31 December 2023		516,616

	Separate financial statements				
	2023				2022
	Land and land improvement	Building and building improvement	Assets under construction <i>(in thousand Baht)</i>	Total	Land and land improvement
Cost					
At 1 January	453,052	-	-	453,052	453,052
Addition	-	-	26,400	26,400	-
Transfer from property, plant and equipment <i>(Note 13)</i>	458,900	70,520	-	529,420	-
At 31 December	911,952	70,520	26,400	1,008,872	453,052
Accumulated depreciation					
At 1 January	118	-	-	118	100
Transfer from property, plant and equipment <i>(Note 13)</i>	-	22,529	-	22,529	-
Depreciation charge for the year	18	592	-	610	18
At 31 December	136	23,121	-	23,257	118
Net book value					
At 31 December	911,816	47,399	26,400	985,615	452,934

The fair value of investment properties as at 31 December 2023 of the Group is amounting Baht 652 million (2022: Baht 586 million), of the Company is amounting Baht 1,256 million (2022: Baht 586 million) was determined by independent professional valuers, at market. The fair value measurement for investment property has been categorised as a Level 3 fair value. However, the Company has not measured fair value of investment properties under construction which have carrying amount at Baht 26.4 million.

13 Property, plant and equipment

Consolidated financial statements										
	Land and land improvement	Land use right	Buildings and buildings improvements	Building equipment	Hospital equipment and medical	Office equipment	Computer and system work	Vehicles	Assets under construction	Total
					(in thousand Baht)					
At 1 January 2022	2,899,741	243,084	8,488,210	2,698,961	3,466,966	610,961	289,382	156,147	110,632	18,964,084
Additions	421,285	-	392,903	36,852	253,554	26,760	15,654	11,395	366,387	1,524,790
Transfers	-	-	182,655	62,207	30,207	3,691	518	-	(279,278)	-
Disposals	-	-	(78,672)	(7,110)	(25,868)	(20,091)	(17,788)	(5,797)	(8,453)	(163,779)
Exchange differences on translating foreign operations	(1,026)	(80,947)	(219,988)	(95,949)	(71,826)	(5,635)	(5,965)	(2,174)	(20,353)	(503,863)
At 31 December 2022 and 1 January 2023	3,320,000	162,137	8,765,108	2,694,961	3,653,033	615,686	281,801	159,571	168,935	19,821,232
Additions	15,410	-	43,211	27,944	225,193	32,476	43,513	6,818	660,559	1,055,124
Transfer to investment properties (Note 12)	(63,700)	-	-	-	-	-	-	-	-	(63,700)
Transfers	-	-	308,924	141,613	32,492	8,246	859	3,996	(496,130)	-
Disposals	-	-	(4,164)	(12,877)	(206,811)	(24,172)	(8,990)	(8,683)	-	(265,697)
Exchange differences on translating foreign operations	(341)	(26,928)	(78,279)	(33,388)	(31,206)	(2,572)	(2,002)	(1,245)	(3,979)	(179,940)
At 31 December 2023	3,271,369	135,209	9,034,800	2,818,253	3,672,701	629,664	315,181	160,457	329,385	20,367,019
Accumulated depreciation and impairment losses										
At 1 January 2022	15,705	12,327	3,036,325	1,158,955	2,149,702	449,878	242,142	109,455	-	7,174,489
Depreciation charge for the year	4,874	2,261	371,021	209,985	262,769	43,378	17,975	16,516	-	928,779
Disposals	-	-	(8,668)	(5,772)	(24,092)	(19,727)	(17,784)	(4,619)	-	(80,662)
Exchange differences on translating foreign operations	(91)	(4,566)	(9,578)	(8,459)	(5,563)	(924)	(1,102)	(416)	-	(30,699)
At 31 December 2022 and 1 January 2023	20,488	10,022	3,389,100	1,354,709	2,382,816	472,605	241,231	120,936	-	7,991,907
Depreciation charge for the year	5,905	1,692	388,006	214,114	243,110	40,290	17,751	13,305	-	924,173
Disposals	-	-	(4,108)	(11,603)	(197,132)	(23,664)	(8,989)	(8,216)	-	(253,712)
Exchange differences on translating foreign operations	(68)	(1,855)	(7,691)	(6,527)	(4,966)	(757)	(814)	(341)	-	(23,019)
At 31 December 2023	26,325	9,859	3,765,307	1,550,693	2,423,828	488,474	249,179	125,684	-	8,639,349

Separate financial statements

	Land and land improvement	Buildings and buildings improvements	Building equipment	Hospital equipment and medical instruments	Office equipment	Computer and system work	Vehicles	Assets under construction	Total
					(in thousand Baht)				
Cost									
At 1 January 2022	1,697,577	4,908,924	1,212,359	2,010,068	311,753	153,451	74,371	42,604	10,411,107
Additions	366,645	4,878	11,829	96,124	9,485	9,771	3,494	150,598	652,824
Transfers	-	76,158	18,070	25,300	35	-	-	(119,563)	-
Disposals	-	(121)	(5,197)	(19,209)	(15,326)	(17,330)	(5,533)	-	(62,716)
At 31 December 2022 and 1 January 2023	2,064,222	4,989,839	1,237,061	2,112,283	305,947	145,892	72,332	73,639	11,001,215
Additions	15,450	13,009	11,897	120,764	13,746	24,460	3,266	316,935	519,527
Transfer to investment properties (Note 12)	(458,900)	(70,520)	-	-	-	-	-	-	(529,420)
Transfers	-	180,471	45,999	25,300	701	-	-	(252,471)	-
Disposals	-	(19)	(877)	(173,299)	(21,779)	(7,378)	(6,088)	-	(209,440)
At 31 December 2023	1,620,772	5,112,780	1,294,080	2,085,048	298,615	162,974	69,510	138,103	10,781,882
Accumulated depreciation and impairment losses									
At 1 January 2022	2,043	1,822,960	571,755	1,355,792	241,116	136,303	53,332	-	4,183,301
Depreciation charge for the year	2,718	204,041	92,293	149,135	19,195	9,526	6,967	-	483,875
Disposals	-	(121)	(4,294)	(18,179)	(15,038)	(17,327)	(4,356)	-	(59,315)
At 31 December 2022 and 1 January 2023	4,761	2,026,880	659,754	1,486,748	245,273	128,502	55,943	-	4,607,861
Depreciation charge for the year	4,336	211,840	95,277	126,010	18,941	8,435	6,443	-	471,282
Transfer to investment properties (Note 12)	-	(22,529)	-	-	-	-	-	-	(22,529)
Disposals	-	(19)	(809)	(164,694)	(21,620)	(7,376)	(5,622)	-	(200,140)
At 31 December 2023	9,097	2,216,172	754,222	1,448,064	242,594	129,561	56,764	-	4,856,474
Net book value									
At 31 December 2022	2,041,687	2,961,712	577,307	625,535	60,674	17,390	16,389	73,639	6,374,333
Owned assets	17,774	1,247	-	-	-	-	-	-	19,021
Right-of-use assets	2,059,461	2,962,959	577,307	625,535	60,674	17,390	16,389	73,639	6,393,354
At 31 December 2023	1,598,118	2,895,877	539,858	636,984	56,021	33,413	12,746	138,103	5,911,120
Owned assets	13,557	731	-	-	-	-	-	-	14,288
Right-of-use assets	1,611,675	2,896,608	539,858	636,984	56,021	33,413	12,746	138,103	5,925,408

The gross amount of the Group's and the Company's fully depreciated plant and equipment that was still in use as at 31 December 2023 amounted to Baht 2,149 million and Baht 1,392 million, respectively (2022: Baht 2,215 million and Baht 937 million, respectively).

As from 1997, servitude has been made to Land & House Public Company Limited for a passage way with a width of not less than 7 meters for all motor vehicles, drainage water, electricity and telephone systems, on a plot of land, under the title deed No. 2175, Khwaeng Bangsue, Khet Bangsue, Bangkok running along the whole length of the south side of the land, without any compensation and time frame.

The Company leased property for 3 years and paid fixed and variable lease payment. These payment terms are common in Thailand.

In 2023, No additions to the right-of-use assets of the Group and the Company (2022: Baht 18.2 million and Baht 18.2 million, respectively).

In 2023, the Group leased photocopier and computer for 5 years and paid fixed and variable lease payment that are based on usage over the lease term. These payment terms are general term.

<i>For the year ended 31 December</i>	Consolidated financial statements		Separate financial statements	
	2023	2022	2023	2022
	<i>(in thousand Baht)</i>			
<i>Amounts recognised in profit or loss</i>				
Depreciation of right-of-use assets:				
- Land	4,218	2,599	4,218	2,599
- Buildings	516	835	516	301
Interest on lease liabilities	260	506	260	152
Expenses relating to leases of low-value assets	34,848	29,220	16,705	15,603

In 2023, total cash outflow for leases of the Group and the Company were Baht 4.58 million and Baht 4.58 million, respectively (2022: Baht 3.99 million and Baht 3.42 million, respectively).

14 Goodwill

	Consolidated financial statements	
	2023	2022
	<i>(in thousand Baht)</i>	
<i>Cost</i>		
At 1 January	329,376	329,376
At 31 December	329,376	329,376
<i>Net book value</i>		
At 31 December	329,376	329,376

Impairment testing for CGUs containing goodwill

For the purposes of impairment testing, goodwill has been allocated to the Group's CGUs (operating divisions) as follows.

	Consolidated financial statements	
	2023	2022
	<i>(in thousand Baht)</i>	
Rattanatibeth General Hospital Co., Ltd.	100,550	100,550
Saraburi Wetchakit Co., Ltd.	46,944	46,944
Sriburin Medical Co., Ltd.	8,617	8,617
Navanakorn Medicare Co., Ltd.	45,624	45,624
Sothon Vejchakit Co., Ltd.	127,641	127,641
Total	329,376	329,376

The recoverable amount of these CGU was based on its value in use, determined by discounting the future cash flows to be generated from the continuing use of the Group's.

The key assumptions used in the estimation of value in use were as follows:

	Consolidated financial statements	
	2023	2022
		<i>(%)</i>
Discount rate	7.0	5.8
Budgeted revenue growth rate (average of next five years)	2	2

The discount rate was measure based on the rate of weighted average of cost of capital (WACC), adjusted for a risk premium to reflect both the increased risk of investing in equities generally and the systematic risk of the specific.

Five years of cash flows were included in the discounted cash flow model. A long-term growth rate into perpetuity has been determined as the lower of the nominal gross domestic product (GDP) rates for the countries and revenue growth was projected taking into account the average growth levels experienced over the past years by management and the estimated patients and price average per head for the next five years.

15 Intangible assets

	Consolidated financial statements	Separate financial statements
	(in thousand Baht)	
Software licenses		
Cost		
At 1 January 2022	396,207	224,779
Additions	3,282	294
Write-off	(2,746)	(2,746)
Exchange differences on translating	(4,672)	-
At 31 December 2022 and 1 January 2023	392,071	222,327
Additions	35,608	17,484
Write-off	(56)	-
Exchange differences on translating	(1,525)	-
At 31 December 2023	426,098	239,811
Accumulated amortisation		
At 1 January 2022	276,224	168,743
Amortisation for the year	20,761	9,654
Write-off	(10)	(10)
Exchange differences on translating	(788)	-
At 31 December 2022 and 1 January 2023	296,187	178,387
Amortisation for the year	19,754	9,522
Write-off	(56)	-
Exchange differences on translating	(306)	-
At 31 December 2023	315,579	187,909
Net book value		
At 31 December 2022	95,884	43,940
At 31 December 2023	110,519	51,902

16 Interest-bearing liabilities

	Consolidated financial statements					
	2023			2022		
	Secured	Unsecured	Total	Secured	Unsecured	Total
	(in thousand Baht)					
Short-term loan from financial institution	80,939	-	80,939	-	-	-
Long-term loans from financial institutions	295,533	1,187,139	1,482,672	845,024	2,024,869	2,869,893
Lease liabilities	-	14,333	14,333	-	18,658	18,658
Debenture	-	-	-	-	999,870	999,870
Total	376,472	1,201,472	1,577,944	845,024	3,043,397	3,888,421

	Separate financial statements					
	Secured	2023 Unsecured	Total (in thousand Baht)	Secured	2022 Unsecured	Total
Short-term loan from related party (Note 4)	-	50,000	50,000	-	-	-
Long-term loans from financial institutions	-	1,187,139	1,187,139	-	1,336,698	1,336,698
Lease liabilities	-	14,333	14,333	-	18,658	18,658
Debenture	-	-	-	-	999,870	999,870
Total	-	1,251,472	1,251,472	-	2,355,226	2,355,226

Short-term loan from financial institution

As at 31 December 2023, short-term loan from financial institution of the Group consisted of promissory notes due within one year from 31 December 2023 in amount of LAK 48,700 million (Baht 80.94 million) with interest rate 7.8% per annum.

Long-term loans from financial institutions

	Interest rate		Maturity date by	Consolidated financial statements	
	2023	2022		2023	2022
	(% per annum)			(in thousand Baht)	
Unsecured loan	Fixed interest	Fixed interest	January 2024	1,000,000	1,000,000
Unsecured loan	BIBOR 3 months plus fixed interest	BIBOR 3 months plus fixed interest	March 2025	187,500	337,500
Unsecured loan	-	MLR less fixed interest	March 2029	-	688,171
Secured loan by the Company	-	MLR less fixed interest	June 2028	-	237,056
Secured loan by the Company (LAK 178,110 million) (2022: LAK 180,000 million)	Fixed interest at 1-4 years, then LLR 12 months less fixed interest	Fixed interest at 1-4 years, then LLR 12 months less fixed interest	May 2030	296,019	358,740
Secured loan by the Company	-	BIBOR 1 months plus fixed interest	May 2030	-	250,694
Total long-term loans from financial institutions				1,483,519	2,872,161
Less deferred financial costs				(847)	(2,268)
Long-term loans from financial institutions - net				1,482,672	2,869,893
Less current portion of long-term loans from financial institutions				(1,159,159)	(270,807)
Long-term loans from financial institutions due more than one year				323,513	2,599,086

The Group paid to long-term loans from financial institutions before maturity date amounting Baht 1,117.7 million.

	Interest rate		Maturity date by	Separate financial statements	
	2023	2022		2023	2022
	(% per annum)			(in thousand Baht)	
Unsecured loan	Fixed interest	Fixed interest	January 2024	1,000,000	1,000,000
Unsecured loan	BIBOR 3	BIBOR 3			
	months plus	months plus			
	fixed interest	fixed interest	March 2025	187,500	337,500
Total long-term loans from financial institutions				1,187,500	1,337,500
Less deferred financial costs				(361)	(802)
Long-term loans from financial institutions - net				1,187,139	1,336,698
Less current portion of long-term loans from financial institutions				(1,149,672)	(149,463)
Long-term loans from financial institutions due more than one year				37,467	1,187,235

The long-term loans of the Company and the Group contain certain significant covenants with which the Company and the Group must comply throughout the term of the long-term loans such as the maintenance of interest bearing liabilities to equity ratio, maintenance of major shareholding and maintenance Debts Service Coverage ratio.

Debenture

	Interest rate	Issue Date	Maturity date	Consolidated / Separate financial statements	
				2023	2022
	(% per annum)			(in thousand Baht)	
No. 1/2564	1.31	31 March 2021	31 March 2023	-	1,000,000
Total debenture - carrying amount				-	1,000,000
Less debenture issuance expense				-	(130)
Debenture - net				-	999,870
Less current portion of debentures				-	(999,870)
Debenture due more than one year				-	-

Movements of debentures before deduction of debenture issuance expense for the year ended 31 December are summarised as follows:

	Consolidated / Separate financial statements	
	2023	2022
	(in thousand Baht)	
At 1 January	1,000,000	3,200,000
Redemption of debenture during the year	(1,000,000)	(2,200,000)
At 31 December	-	1,000,000

As at 31 December 2023, the Group had unutilised credit facilities from financial institutions totalling Baht 5,200 million (2022: 5,005 million).

As at 31 December 2023, the Company secured loan from financial institution of a subsidiary.

17 Provision for employee benefit

	Consolidated financial statements		Separate financial statements	
	2023	2022	2023	2022
	(in thousand Baht)			
Post-employment benefits				
Defined benefit plan	137,433	126,030	67,734	58,435

Defined benefit plan

The Group and the Company operate a defined benefit plan based on the requirement of Thai Labour Protection Act B.E 2541 (1998) to provide retirement benefits to employees based on pensionable remuneration and length of service. The defined benefit plans expose the Group to actuarial risks, such as longevity risk, currency risk, interest rate risk and market (investment) risk.

	Consolidated financial statements		Separate financial statements	
	2023	2022	2023	2022
	(in thousand Baht)			
<i>Present value of the defined benefit obligations</i>				
At 1 January	126,030	128,320	58,435	56,452
<i>Include in profit or loss:</i>				
Current service cost	11,322	12,000	6,315	6,114
Interest on obligation	1,668	1,682	772	739
<i>Included in other comprehensive income:</i>				
Actuarial (gain) loss				
- Demographic assumptions	7,951	-	4,395	-
- Financial assumptions	(20,118)	-	(10,697)	-
- Experience adjustment	19,013	-	8,963	-
Benefit paid	(8,433)	(15,972)	(3,449)	(4,870)
At 31 December	137,433	126,030	64,734	58,435

	Consolidated financial statements		Separate financial statements	
	2023	2022	2023	2022
	(%)			
<i>Actuarial assumptions</i>				
Discount rate	2.5 - 2.7	1.4	2.5	1.4
Future salary increases	3.5	4.5	3.5	4.5

Assumptions regarding future mortality are based on published statistics and mortality tables.

At 31 December 2023, the weighted-average duration of the defined benefit obligation was 6-11 years (2022: 6 years).

Sensitivity analysis

Reasonably possible changes at the reporting date to one of the relevant actuarial assumptions, holding other assumptions constant.

Consolidated financial statements				
<i>Effect to the defined benefit obligation</i>	0.5% increase in assumption		0.5% decrease in assumption	
<i>At 31 December</i>	2023	2022	2023	2022
	<i>(in thousand Baht)</i>			
Discount rate	(4,190)	(4,168)	4,431	3,689
Future salary growth	4,365	4,164	(4,409)	(4,657)

Separate financial statements				
<i>Effect to the defined benefit obligation</i>	0.5% increase in assumption		0.5% decrease in assumption	
<i>At 31 December</i>	2023	2022	2023	2022
	<i>(in thousand Baht)</i>			
Discount rate	(2,209)	(2,166)	2,343	1,866
Future salary growth	2,309	2,075	(2,199)	(2,381)

18 Share premium and reserve

Share premium

Section 51 of the Public Companies Act B.E. 2535 requires companies to set aside share subscription monies received in excess of the par value of the shares issued to a reserve account (“share premium”). Share premium is not available for dividend distribution.

Legal reserve

Section 116 of the Public Companies Act B.E. 2535 Section 116 requires that a company shall allocate not less than 5% of its annual net profit, less any accumulated losses brought forward, to a reserve account (“legal reserve”), until this account reaches an amount not less than 10% of the registered authorised capital. The legal reserve is not available for dividend distribution.

The Company’s legal reserve as at 31 December 2023 and 2022 was equal to 10% of the registered authorised capital.

Other components of equity

Translation reserve

The translation reserves comprises all foreign currency differences arising from the translation of the financial statements of foreign operations.

Fair value reserve

The cumulative net change in the fair value of equity securities designated at FVOCI.

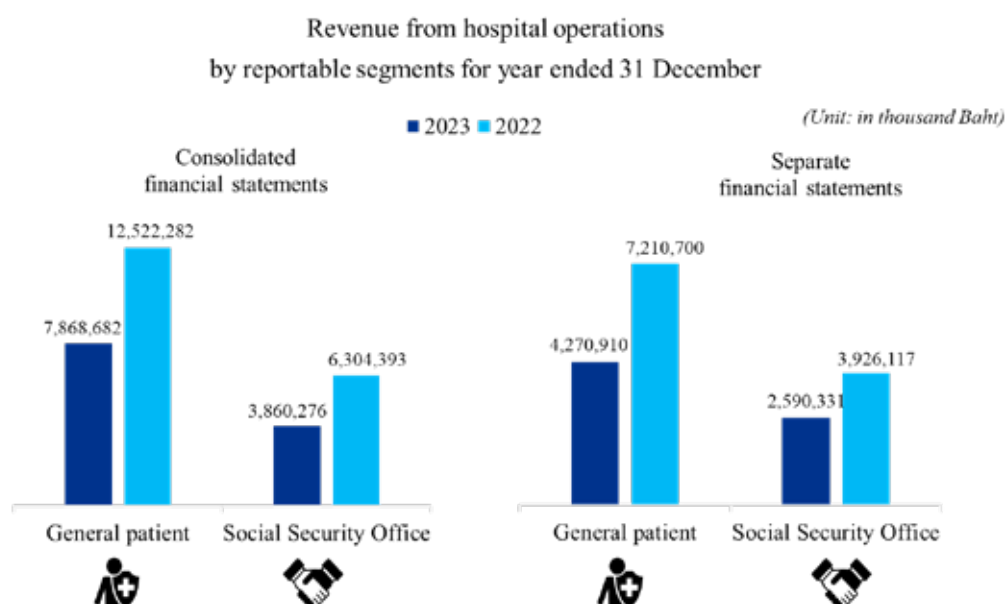
19 Segment information and disaggregation of revenue

Segment information

Management considers the Group operates in single line of business, private hospital business, and has, therefore only one reportable segment. Nevertheless in 2017, the Group has expanded business to the Lao People's Democratic Republic. Therefore, the Group has 2 segments which comprise of the Kingdom of Thailand and in the Lao People's Democratic Republic. Nevertheless, business operations in the Lao People's Democratic Republic does not meet the quantitative thresholds for determining reportable segments in 2022 and 2023.

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

Disaggregation of revenue



Year	Consolidated financial statement	Separate financial statements
2023	11,728,958	6,861,241
2022	18,826,675	11,136,817

Promotional privileges

The Group has been granted promotional certificates by the Office of the Board of Investment for hospital business and Specialised Medical Center. The Group has been granted several privileges including exemption and/or reduction from payment of income tax on the net profit derived from promoted operations with certain terms and conditions prescribed in the promotional certificates, which the Company must comply with.

20 Expenses by nature

		Consolidated financial statements		Separate financial statements	
	Notes	2023	2022	2023	2022
		(in thousand Baht)			
Personnel expenses		2,288,750	2,310,025	1,336,469	1,393,334
Inventory cost	8	1,770,052	2,691,632	1,174,454	1,684,223
Cost of service		445,659	2,625,346	166,744	1,082,209
Doctor fee		2,228,504	2,159,531	1,277,823	1,255,381
Loss on decline in value and write off inventories		11,250	1,586,908	8,270	944,678
Depreciation and amortisation	12, 13, 15	943,945	949,558	481,414	493,547
Referring cost		662,359	576,196	411,140	363,623
Utility expenses		296,557	263,126	171,354	149,234
Repairs and maintenance		192,999	200,055	104,260	118,839
Promotion expenses		181,305	203,169	163,584	183,863
Bad debt and expected credit loss		13,793	166,128	6,073	46,983

Defined contribution plans

The defined contribution plans comprise provident fund established by the Group for its employees. Membership to the funds is on a voluntary basis. Contributions are made monthly by the employees at 2% to 15% of their basic salaries and by the Group at 2% to 15% of the employees' basic salaries. The provident fund is registered with the Ministry of Finance as juristic entities and is managed by a licensed Fund Manager.

21 Income tax expense

<i>Income tax recognised in profit or loss</i>	Consolidated financial statements		Separate financial statements	
	2023	2022	2023	2022
<i>(in thousand Baht)</i>				
Current tax expense				
Current year	355,001	995,951	222,342	702,062
Deferred tax expense				
Movements in temporary differences	49,564	(107,691)	43,139	(48,631)
Total income tax expense	404,565	888,260	265,481	653,431

Consolidated financial statements						
	Before tax	2023 Tax benefit	Net of tax	Before Tax	2022 Tax benefit	Net of Tax
<i>Income tax</i>						
<i>(in thousand Baht)</i>						
<i>Recognised in other comprehensive income</i>						
Differences from foreign operations translation	(4,118)	-	(4,118)	(119,533)	-	(119,533)
Financial assets at FVOCI	(3,682)	737	(2,945)	(1,394)	279	(1,115)
Losses on remeasurements of defined benefit plans	(6,846)	1,369	(5,477)	-	-	-
Total	(14,646)	2,106	(12,540)	(120,927)	279	(120,648)

Separated financial statements						
	Before tax	2023 Tax benefit	Net of tax (in thousand Baht)	Before Tax	2022 Tax benefit	Net of Tax
Income tax						
Recognised in other comprehensive income						
Losses on remeasurements of defined benefit plans	<u>(2,661)</u>	<u>532</u>	<u>(2,129)</u>	<u>-</u>	<u>-</u>	<u>-</u>

Consolidated financial statements					
	Rate (%)	2023 (in thousand Baht)	Rate (%)	2022 (in thousand Baht)	
Profit before income tax expense		<u>1,883,446</u>		<u>4,045,625</u>	
Income tax using the Thai corporation tax rate	20	376,689	20	809,125	
Income not subject to tax		(14,243)		(5,850)	
Expenses not deductible for tax purposes		11,216		44,329	
Expenses with tax deductible benefits		(14,515)		(14,489)	
Current year losses for which no deferred tax asset is recognised		45,418		55,145	
Total	21	404,565	22	888,260	

Separate financial statements					
	Rate (%)	2023 (in thousand Baht)	Rate (%)	2022 (in thousand Baht)	
Profit before income tax expense		<u>1,893,733</u>		<u>4,285,603</u>	
Income tax using the Thai corporation tax rate	20	378,747	20	857,121	
Income not subject to tax		(108,893)		(208,232)	
Expenses not deductible for tax purposes		907		9,596	
Expenses with tax deductible benefits		(5,280)		(5,054)	
Total	14	265,481	15	653,431	

Consolidated financial statements				
Deferred tax At 31 December	Assets		Liabilities	
	2023	2022 (in thousand Baht)	2023	2022
Total	162,430	212,664	(11,347)	(14,122)
Set off of tax	(11,347)	(14,122)	11,347	14,122
Deferred tax assets - net	151,083	198,542	-	-

Separate financial statements				
Deferred tax At 31 December	Assets		Liabilities	
	2023	2022 (in thousand Baht)	2023	2022
Total	63,542	107,851	(1,314)	(3,016)
Set off of tax	(1,314)	(3,016)	1,314	3,016
Deferred tax assets - net	62,228	104,835	-	-

Consolidated financial statements				
(Charged) / Credited to				
	At	Profit or	Other	At
<i>Deferred tax</i>	1 January	loss	comprehensive	31 December
		(in thousand Baht)	income	
2023				
Deferred tax assets				
Allowance for expected credit loss	46,540	(5,023)	-	41,517
Allowance for decline in value of inventories	101,146	(81,206)	-	19,940
Provision for employee benefit	25,193	874	1,369	27,436
Payable for Social Security Office referring	32,867	605	-	33,472
Adjust in fair value on equity instruments	6,918	-	737	7,655
Loss carrying forward	-	32,410	-	32,410
Total	212,664	(52,340)	2,106	162,430
Deferred tax liabilities				
Difference from the depreciation of right-of-use assets	(5,274)	1,972	-	(3,202)
Deferred finance cost	(187)	115	-	(72)
Fair value adjustment assets acquired through business combination	(8,661)	688	-	(7,973)
Total	(14,122)	2,775	-	(11,347)
Net	198,542	(49,565)	2,106	151,083

Consolidated financial statements				
(Charged) / Credited to				
	At	Profit or	Other	At
<i>Deferred tax</i>	1 January	loss	comprehensive	31 December
		(in thousand Baht)	income	
2022				
Deferred tax assets				
Allowance for expected credit loss	45,183	1,357	-	46,540
Allowance for decline in value of inventories	3,370	97,776	-	101,146
Provision for employee benefit	25,664	(471)	-	25,193
Payable for Social Security Office referring	28,583	4,284	-	32,867
Adjust in fair value on equity instruments	6,639	-	279	6,918
Total	109,439	102,946	279	212,664
Deferred tax liabilities				
Difference from the depreciation of right-of-use assets	(8,910)	3,636	-	(5,274)
Deferred finance cost	(605)	418	-	(187)
Fair value adjustment assets acquired through business combination	(9,352)	691	-	(8,661)
Total	(18,867)	4,745	-	(14,122)
Net	90,572	107,691	279	198,542

<i>Deferred tax</i>	At 1 January	Separate financial statements (Charged) / Credited to		At 31 December
		Profit or loss	Other comprehensive income	
		<i>(in thousand Baht)</i>		
2023				
Deferred tax assets				
Allowance for expected credit loss	22,520	224	-	22,744
Allowance for decline in value of inventories	49,370	(46,622)	-	2,748
Provision for employee benefit	11,687	728	532	12,947
Payable for Social Security Office referring	24,274	829	-	25,103
Total	107,851	(44,841)	532	63,542
Deferred tax liabilities				
Difference from the depreciation of right- of-use assets	(2,829)	1,587	-	(1,242)
Deferred finance cost	(187)	115	-	(72)
Total	(3,016)	1,702	-	(1,314)
Net	104,835	(43,139)	532	62,228

<i>Deferred tax</i>	At 1 January	Separate financial statements (Charged) / Credited to		At 31 December
		Profit or loss	Other comprehensive income	
		<i>(in thousand Baht)</i>		
2022				
Deferred tax assets				
Allowance for expected credit loss	30,322	(7,802)	-	22,520
Allowance for decline in value of inventories	2,398	46,972	-	49,370
Provision for employee benefit	11,290	397	-	11,687
Payable for Social Security Office referring	20,906	3,368	-	24,274
Total	64,916	42,935	-	107,851
Deferred tax liabilities				
Difference from the depreciation of right- of-use assets	(8,107)	5,278	-	(2,829)
Deferred finance cost	(605)	418	-	(187)
Total	(8,712)	5,696	-	(3,016)
Net	56,204	48,631	-	104,835

The tax losses expire in 2024 - 2028 of Baht 605 million. Deferred tax assets have not been recognised in respect of this item because it is not probable that future taxable profit will be available against which the Group can utilise the benefits therefrom.

22 Earnings per share

<i>For the year ended 31 December</i>	Consolidated financial statements		Separate financial statements	
	2023	2022	2023	2022
	<i>(in thousand Baht / thousand shares)</i>			
<i>Profit attributable to ordinary shareholders</i>				
Profit for the year attributable to equity shareholders of the Company (basic)	<u>1,406,358</u>	<u>3,038,908</u>	<u>1,628,252</u>	<u>3,632,172</u>
Number of ordinary shares outstanding	<u>2,493,748</u>	<u>2,493,748</u>	<u>2,483,748</u>	<u>2,493,748</u>
Earnings per share (<i>in Baht</i>)	<u>0.56</u>	<u>1.22</u>	<u>0.65</u>	<u>1.46</u>

23 Dividends

The shareholders of the Company have approved dividends as follows:

	Approval date	Payment schedule	Dividend rate per share (<i>in Baht</i>)	Amount (<i>in million Baht</i>)
2023				
Interim dividend 2023	15 August 2023	September 2023	0.10	249.37
Annual dividend 2022	21 April 2023	May 2023	0.40	997.50
Total				<u>1,246.87</u>
2022				
Interim dividend 2022	15 August 2022	September 2022	0.40	997.50
Annual dividend 2021	26 April 2022	May 2022	1.00	2,493.73
Total				<u>3,491.23</u>

24 Financial instruments

(a) Carrying amounts and fair values

The following table shows the carrying amounts and fair values of financial assets and financial liabilities, including their levels in the fair value hierarchy. It does not include fair value information for financial assets and financial liabilities measured at amortised cost if the carrying amount is a reasonable approximation of fair value.

<i>At 31 December</i>	Consolidated financial statement Carrying amount			Fair value
	Financial instruments measured at FVTPL	Financial instruments measured at FVOCI	Total	
	<i>(in thousand Baht)</i>			Level 2
2023				
<i>Financial assets</i>				
Other financial assets:				
Debt instruments	744	-	744	744
Equity instruments	-	17,601	17,601	17,601
Total other financial assets	<u>744</u>	<u>17,601</u>	<u>18,345</u>	

<i>At 31 December</i>	Consolidated financial statement			Fair value
	Financial instruments measured at FVTPL	Financial instruments measured at FVOCI	Total	
			(in thousand Baht)	Level 2
2022				
Financial assets				
Other financial assets:				
Debt instruments	732	-	732	732
Equity instruments	-	21,283	21,283	21,283
Total other financial assets	732	21,283	22,015	

<i>Marketable debt securities</i>	Consolidated financial statement				<i>At 31 December</i>
	<i>At 1 January</i>	Purchase	Disposal	Fair value adjustment	
			(in thousand Baht)		
2023					
Current financial assets					
Debt securities measured at					
- FVTPL	732	120,000	(120,000)	12	744

2022					
Current financial assets					
Debt securities measured at					
- FVTPL	641,179	2,890,000	(3,530,452)	5	732

<i>Marketable debt securities</i>	Separate financial statements				<i>At 31 December</i>
	<i>At 1 January</i>	Purchase	Disposal	Fair value adjustment	
			(in thousand Baht)		
2022					
Current financial assets					
Debt securities measured at					
- FVTPL	640,452	2,890,000	(3,530,452)	-	-

<i>At 31 December</i>	Consolidated / Separate financial statement		
	Carrying amount	Fair value	
	Financial instruments measured at amortised cost	Level 2	
	(in thousand Baht)		
2022			
Financial liability			
Debentures	Note 16	999,870	999,578

The following tables present valuation technique of financial instruments.

Type	Valuation technique
Debentures	Determined based on quoted prices in the debentures market from the Thai Bond Market Association by using the closing price at the end of the reporting period.
Debt and equity securities	Adjusted net asset method

The book value of long-term loans to and long-term loans from are approximate to the fair value because of contractual interest rate is taken to approximate the discount rate which measured at fair value by discounted projected cash flows method.

(b) *Financial risk management policies*

Risk management framework

The Group's board of directors has overall responsibility for the establishment and oversight of the Group's risk management framework. The board of directors has established the risk management committee, which is responsible for developing and monitoring the Group's risk management policies. The committee reports regularly to the board of directors on its activities.

The Group's risk management policies are established to identify and analyse the risks faced by the Group, to set appropriate risk limits and controls and to monitor risks and adherence to limits. Risk management policies and systems are reviewed regularly to reflect changes in market conditions and the Group's activities. The Group, through its training and management standards and procedures, aims to maintain a disciplined and constructive control environment in which all employees understand their roles and obligations.

The Group audit committee oversees how management monitors compliance with the Group's risk management policies and procedures, and reviews the adequacy of the risk management framework in relation to the risks faced by the Group. The Group audit committee is assisted in its oversight role by internal audit. Internal audit undertakes both regular and ad hoc reviews of risk management controls and procedures, the results of which are reported to the audit committee.

(b.1) *Credit risk*

Credit risk is the risk of financial loss to the Group if a customer or counterparty to a financial instrument fails to meet its contractual obligations, and arises principally from the Group's account receivables from customers and investments in debt securities.

(b.1.1) *Trade accounts receivables*

The Group's exposure to credit risk is influenced mainly by the individual characteristics of each customer. However, management also considers the factors that may influence the credit risk of its customer base, including the default risk associated with the industry and country in which customers operate.

The risk management committee has established a credit policy under which each new customer is analysed individually for creditworthiness before the Group's standard payment and delivery terms and conditions are offered. The Group's review includes external ratings, if they are available, financial statements, credit agency information, industry information and in some cases bank references.

The Group limits its exposure to credit risk from trade accounts receivables by establishing a maximum payment period of 3 months.

Loss rates are based on actual credit loss experience over the past 3-5 years. These rates are multiplied by scalar factors to reflect differences between economic conditions during the period over which the historical data has been collected, current conditions and the Group's view of economic conditions over the expected lives of the receivables.

Detail of trade receivable are included in note 6

(b.1.2) Investment in debt securities

The Group considers that all debt investments measured at amortised cost have low credit risk. Then the credit loss allowance assessed during the year was therefore limited to 12 months expected losses or 'low credit risk'. Marketable bonds are considered to be an investment grade credit rating published by external credit rating agencies. The credit risk of other instruments are considered to be low when the risk of default is low and the issuer has a strong capacity to meet its contractual cash flow obligations.

(b.1.3) Cash and cash equivalent

The Group's exposure to credit risk arising from cash and cash equivalents is limited because the counterparties are banks and financial institutions which the Group considers to have low credit risk.

(b.1.4) Guarantees

The Group's policy is to provide financial guarantees only for subsidiaries' liabilities. At 31 December 2023, the Group has issued a guarantee to certain banks in respect of credit facilities granted to a subsidiary (*see note 16*).

(b.2) Liquidity risk

The Group monitors its liquidity risk and maintains a level of cash and cash equivalents deemed adequate by management to finance the Group's operations and to mitigate the effects of fluctuations in cash flows.

The following table shows the remaining contractual maturities of financial liabilities at the reporting date. The amounts are gross and undiscounted and include contractual interest payments and exclude the impact of netting agreements.

Consolidated financial statements						
At 31 December	Carrying amount	1 year or less	Contractual cash flows			Total
			More than 1 year but less than 2 years	More than 2 years but less than 5 years	More than 5 years	
			(in million Baht)			
2023						
Non-derivative financial liabilities						
Short-term loan from financial institution	81	81	-	-	-	81
Trade accounts payable	778	778	-	-	-	778
Construction and equipments payables	199	199	-	-	-	199
Other payables	391	391	-	-	-	391
Long-term loans from financial institutions	1,483	1,159	53	98	173	1,483
Lease liabilities	14	4	3	8	-	15
	2,946	2,612	56	106	173	2,947

Consolidated financial statements						
At 31 December	Carrying amount	1 year or less	Contractual cash flows			Total
			More than 1 year but less than 2 years	More than 2 years but less than 5 years	More than 5 years	
			(in million Baht)			
2022						
Non-derivative financial liabilities						
Trade accounts payable	797	797	-	-	-	797
Construction and equipments payables	141	141	-	-	-	141
Other payables	363	363	-	-	-	363
Long-term loans from financial institutions	2,870	271	1,297	653	649	2,870
Lease liabilities	19	4	4	9	2	19
Debenture	999	999	-	-	-	999
	5,189	2,575	1,301	662	651	5,189

Separate financial statements						
At 31 December	Carrying amount	1 year or less	Contractual cash flows			Total
			More than 1 year but less than 2 years	More than 2 years but less than 5 years	More than 5 years	
			(in million Baht)			
			2023			
			Non-derivative financial liabilities			
Short-term loan from related party	50	50	-	-	-	50
Trade accounts payable	467	467	-	-	-	467
Construction and equipments payables	106	106	-	-	-	106
Other payables	216	216	-	-	-	216
Long-term loan from financial institutions	1,187	1,150	37	-	-	1,187
Lease liabilities	14	4	3	8	-	15
	2,040	1,993	40	8	-	2,041

2022						
Non-derivative financial liabilities						
Trade accounts payable	475	475	-	-	-	475
Construction and equipments payables	70	70	-	-	-	70
Other payables	193	193	-	-	-	193
Long-term loan from financial institutions	1,337	149	1,150	38	-	1,337
Lease liabilities	19	4	4	9	2	19
Debenture	999	999	-	-	-	999
	3,093	1,890	1,154	47	2	3,093

(b.3) *Market risk*

The Group is exposed to the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices. Market risk is as follows:

Managing interest rate benchmark reform

The Group has finished the process of amending contractual terms for all of the THBFIX.

(b.3.1) Foreign currency risk

Management believe that the foreign currency risk for the operation is minimal because revenues and expenses are principally denominated in the Group functional currency.

Assets and liabilities to foreign currency as at 31 December	Consolidated financial statements	
	2023	2022
	<i>(in million Baht)</i>	
<i>United States Dollars</i>		
Cash and cash equivalents	11.72	1.57
Accrued expenses	(0.72)	(0.69)
Other current liabilities	(0.05)	(3.39)
Total	10.95	(2.51)

(b.3.2) Interest rate risk

Interest rate risk is the risk that future movements in market interest rates will affect the results of the Group's operations and its cash flows because loan to, debentures and loan from are fixed interest rates except partial loans from bank institutions are variable interest rate. The fluctuation of interest rate are currently low, so the Group has low interest rate risk. The sensitivity impact to the increase or decrease in interest expenses from borrowings, as a result of changes in interest rates is immaterial on financial statements of the Group.

25 Capital management

The Board of Directors' policy is to maintain a strong capital base so as to maintain investor, creditor and market confidence and to sustain future development of the business. The Board monitors the return on capital, which the Group defines as result from operating activities divided by total shareholders' equity, excluding non-controlling interests and also monitors the level of dividends to ordinary shareholders.

26 Commitments with non-related parties and litigations

	Consolidated financial statements		Separate financial statements	
	2023	2022	2023	2022
	<i>(in thousand Baht)</i>			
<i>Capital commitments</i>				
<i>Contracted but not provided for:</i>				
Building and constructions	587,269	115,225	173,045	20,330
Hospital equipment and medical instruments	191,167	23,680	1,451	22,329
Computer, system work and other	18,349	14,499	18,097	-
Total	796,785	153,404	192,593	42,659

	Consolidated financial statements		Separate financial statements	
	2023	2022	2023	2022
	<i>(in thousand Baht)</i>			
<i>Future minimum lease payments under non-cancellable operating leases</i>				
Within 1 year	30,529	23,838	13,765	13,431
After 1 year but within 5 years	31,184	20,996	12,838	11,414
Total	61,713	44,834	26,603	24,845
<i>Other commitments</i>				
Letters of guarantees for nursing care	133,486	239,511	58,252	103,826
Letters of guarantees for electricity use	27,682	28,215	17,334	17,334
Letters of guarantees for purchase of assets	3,475	3,255	1,855	1,635
Total	164,643	270,981	77,441	122,795

Other

At 31 December 2023, the Company had commitment for letters of guarantee issued by certain local banks totalling Baht 410 million (2022: Baht 1,093 million).

The group has entered into service agreements for solar power generation projects in order to reduce utility costs at nine hospital sites. Service period 15 years from the date of commercial operation. The compensation under the contract depends on the amount of electricity used in each period.

Litigations

The Group has been criminal case and claimed for the provision in the total amount of Baht 305 million as at 31 December 2023 (2022: Baht 182 million). Up to the date of this report, the legal claims are still in the consideration processes of the court and the ultimate outcome is not finalised. According to the management's assessment, there is no expected losses. The Group has not recorded any provision in the financial statements.

27 Event after the reporting period

At the Board of Directors' meeting of the Company held on 29 February 2024, the directors approved the appropriation of cash dividends for Baht 0.35 per share amounting to Baht 872.81 million, from 2023 operations. The interim dividends were paid in September 2023 for Baht 0.10 per share, of Baht 249.37 million. The additional cash dividend payment is Baht 0.25 per share, amounting to Baht 623.44 million. The dividend will be paid to shareholders in May 2024 subject to approval by the Annual General Meeting of Shareholders of the Company.



04

Attachment

Attachment 1

Details of Directors, Executives, Persons with Controlling Authority who is assigned the highest responsibility in accounting and finance, persons assigned to be directly responsible for overseeing bookkeeping, and Company Secretary

Details of the Board of Directors



Asst. Prof. Dr. Somporn Harnphanich, M.D.

Age 71 years

Chairman of the Board of Directors / Member of Executive Committee / Deputy CEO / Member of Sustainability, Governance and Risk Management Committee

Date of Appointment : 24 November 1993

Education

- PH.D. (Buddhist Studies), Honorary Doctoral Programme in Buddhist Studies, Mahachulalongkorn Rajavidyalaya University
- Master Degree in Business Administration, Ramkamhaeng University
- M.D. Mahidol University
- Board Certificate: Anesthesia, Siriraj Hospital, Mahidol University
- Board Certificate: Medical Laws and Public Health Class 5th, Mahidol University
- Certificate of Occupational Medicine, Class 10th, Medical Council
- Certificate of Surveyor Programme Class 2nd
- Certificate of Asia Pacific Hospital Management Programme, Singapore Management University
- Certificate of Meeting the Logistics Challenger of the Healthcare Sector HEC Montreal, Canada
- Certificate of Successful completion / Lead Assessor Certificate, Anglo Japanese American

Training

- Director Accreditation Program, Thai Institute of Directors Association (IOD)
- Hospital Management, Sasin Graduate Institution of Business Administration of Chulalongkorn University
- Strategic Human Resource Manager Human Resource Institute, Thammasat University
- Role of the Chairman Program Thai Institute of Directors Association (IOD)

Work Experiences

- 2023 – Present Director / Health Chain Innotech Co., Ltd.
- 2023 – Present Director / Kasemrad Ari Cancer Rangsi Raksa Center Co., Ltd.
- 2019 – Present Vice President of Association / Private Hospital Association Thailand
- 2017 – Present Director / Committee on Development of Stroke Service
- 2017 – Present Director / Health Promotion Committee
- 2017 – Present Director / Committee on Non-Communicable Disease Service
- 2017 – Present Sub Committee/ Social Security Office
- 2017 – Present Director / Bangkok Chain International (Lao) Co., Ltd.
- 2016 – Present Director / Bangkok Chain Management Co., Ltd.
- 2016 – Present Director / Service Plan, Ministry of Public Health
- 2016 – Present 3rd Vice President of Association / Private Hospital Association
- 2015 – Present Director / Sothon Vejchakit Co., Ltd.
- 2014 – Present Director / Park Inn Saraburi Co., Ltd.
- 2013 – Present Director / Navanakorn Medicare Co., Ltd.
- 2013 – 2021 Director / Ayutthaya Medicare Co., Ltd.
- 2010 – 2012 Director / Thai Listed Companies Association
- 1996 – Present Director / Saraburi Wetchakit Co., Ltd.
- 1996 – Present Director / Sriburin Medical Co., Ltd.
- 1992 – Present Director and Managing Director / Rattatibeth General Hospital Co., Ltd.

Position in other Listed Companies : -None-

Directors' Meeting Participation in 2023

- Board of Directors : 6 from 6
- Executive Committee : 4 from 4
- Sustainability, Governance and Risk Management Committee : 5 from 6

Shareholdings (%) : 6.80 (decreased 0.25 in 2023)

Relationship : Prof. Dr. Chalerm Harnphanich, M.D.'s wife



Prof. Dr. Chalerm Hamphanich, M.D.

Age 69 years

Director / Chairman of the Executive Committee /
Chief Executive Officer

Date of Appointment : 24 November 1993

Education

- PH.D., Honorary Doctoral Programme in Medicine, Chiang Mai University
- PH.D., Honorary Doctoral Programme in Business Administration, Ramkhamhaeng University
- Honorary Certificate, Professor for Hospital Administration Programme, Bodhisastra University, USA
- Honorary Certificate, Associate Professor in Public Administration Programme, Bodhisastra University, USA
- PH.D. (Buddhist Studies), Doctoral Programme in Buddhist Studies, Mahachulalongkornrajavidyalaya University
- Master of Business Administration, Ramkhamhaeng University
- M.D., Chiang Mai University
- B.Sc., Medical Science, Chiang Mai University
- Board Certification Specialist in Obstetrics and Gynecology, Siriraj Hospital, Mahidol University
- High Medical Certificate in Obstetrics and Gynecology, Siriraj Hospital, Mahidol University
- Capital Market Academy Leadership Program, Class 13th, Capital Market Academy

Training

- Director Certification Program, Thai Institute of Directors Association (IOD)
- Director Accreditation Program, Thai Institute of Directors Association (IOD)
- Hospital Management, Sasin Graduate Institution of Business Administration of Chulalongkorn University

Work Experiences

- 2023 – Present Director / Health Chain Innotech Co., Ltd.
- 2023 – Present Director / Kasemrad Ari Cancer Rangsi Raksa Center Co., Ltd.
- 2023 – Present Director / Zero CO2 Public Company Limited
- 2022 – Present Chairman of the Board of Directors / The Better News Co., Ltd.
- 2019 – Present President / Private Hospital Association Thailand
- 2017 – Present Director / Bangkok Chain International (Lao) Co., Ltd.
- 2016 – Present Director / Bangkok Chain Management Co., Ltd.
- 2016 – Present President / Chiangmai Medical School Alumni Association
- 2015 – Present Director / Sothon Vejchakit Co., Ltd.
- 2014 – Present Director / Chiangrai Imaging Center Co., Ltd.
- 2014 – Present Director / Park Inn Saraburi Co., Ltd.
- 2013 – Present Director / Navanakorn Medicare Co., Ltd.
- 2013 – 2021 Director / Ayutthaya Medicare Co., Ltd.
- 2013 – Present Director / C.M.J Land Co., Ltd.
- 2011 – Present Director / Park Inn Chiangrai Part., Ltd.
- 2006 – Present Director / Curriculum Committee of Master of Public Health Program / Bachelor of Science / Sukhothai Thammathirat Open University
- 1996 – Present Director / S.C.K. Land Co., Ltd.
- 1996 – Present Director / Saraburi Wetchakit Co., Ltd.
- 1996 – Present Director / Sriburin Medical Co., Ltd.
- 1992 – Present Director / Rattanatibeth General Hospital Co., Ltd.
- 1988 – Present Director / Pisuthikij Co., Ltd.

Position in other Listed Companies : -None-

Directors' Meeting Participation in 2023

- Board of Directors : 6 from 6
- Executive Committee : 4 from 4

Shareholdings (%) : 32.63
(No change in 2023)

Relationship : Asst. Prof. Somporn Hamphanich's husband



Ms. Pornluck Harnphanich, M.D.

Age 38 years

Director / Member of Executive Committee / Member of Sustainability, Governance and Risk Management Committee / Chief Operating Officer

Date of Appointment : 10 August 2012

Education

- Master of Healthcare and Wellness Management, College of Management Mahidol University
- M.D., Thammasat University
- Diploma Course in Dermatology and Dermatosurgery, Institute of Dermatology
- American Board Certified in Nutritional Wellness, American Naturopathic Certification Board (ANCB)
- Executive Mini Master of Business Administration, NIDA Business School
- Short Course training in Skin Laser Surgery, Faculty of Medicine, Siriraj Hospital, Mahidol University
- Certificate in Chelation Therapy (CCT), Chelation Medical Association, THAI (CMAT)
- HA Course for Quality Hospital Management (HA900)

Training

- Executive Training Program on Administrative Justice Class 1/2023, The Administrative Court
- Director Accreditation Program, Thai Institute of Directors Association (IOD)
- Successful Formulation & Execution of Strategy (SFE) Program, Thai Institute of Directors Association (IOD)
- Entrepreneurial Finance, CONC Thammasat Business School, Thammasat University
- Oxford Programme on Negotiation, Saïd Business School, University of Oxford

Work Experiences

- 2023 – Present Director / Health Chain Innotech Co., Ltd.
- 2023 – Present Director / Kasemrad Ari Cancer Rangsi Raksa Center Co., Ltd.
- 2021 – Present Director / Bangkok Chain International (Lao) Co., Ltd.
- 2020 – Present Director / Navanakorn Medicare Co., Ltd.
- 2016 – Present Director / Sriburin Medical Co., Ltd.
- 2016 – Present Director / Saraburi Wetchakit Co., Ltd.
- 2016 – Present Director / Bangkok Chain Management Co., Ltd.
- 2015 – Present Director / Sothon Vejchakit Co., Ltd.
- 2015 – 2019 Director / Coffee and Latte House Co., Ltd.
- 2012 – Present Medical Director / Rattanatibeth General Hospital Co., Ltd.
- 2011 – 2014 Director / Rattanatibeth General Hospital Co., Ltd.
- 2011 – 2019 Director / Tipnatee S.P.P Co., Ltd.

Position in other Listed Companies : -None-

Directors' Meeting Participation in 2023

- Board of Directors : 6 from 6
- Executive Committee : 4 from 4
- Sustainability, Governance and Risk Management Committee : 6 from 6

Shareholdings (%) : 3.52 (Increase 0.08 in 2023)

Relationship : Prof. Dr. Chalerm Hamphanich, M.D.'s daughter



Mr. Kantaporn Harnphanich

Age 36 years

Director / Member of Executive Committee /
Chief Marketing Officer

Date of Appointment : 28 April 2015

Education

- Master of Healthcare and Wellness Management, College of Management, Mahidol University
- Master of Business Administration, Assumption University
- Bachelor of Business Administration, Assumption University

Training

- Director Accreditation Program, Thai Institute of Directors Association (IOD)
- Successful Formulation & Execution of Strategy (SFE) Program, Thai Institute of Directors Association (IOD)
- Oxford Programme on Negotiation, Saïd Business School, University of Oxford University of Oxford

Work Experiences

- 2023 – Present Director / Kampete Productions Co., Ltd.
- 2023 – Present Director / Health Chain Innotech Co., Ltd.
- 2022 – Present Director / The Better News Co., Ltd.
- 2020 – Present Director / SG Good Friends Co., Ltd.
- 2020 – Present Director / K.P.A.Food Co., Ltd.
- 2019 – Present Director / Latte Coffee Shop Co., Ltd.
- 2017 – Present Director / Bangkok Chain International (Lao) Co., Ltd.
- 2016 – Present Director / Bangkok Chain Management Co., Ltd.
- 2015 – Present Director / Sothon Vejchakit Co., Ltd.
- 2014 – Present Director / Park Inn Saraburi Co., Ltd.
- 2014 – Present Director / Chiangrai Imaging Center Co., Ltd.
- 2013 – Present Director of Marketing / Rattanatibeth General Hospital Co., Ltd.
- 2012 – Present Director / Sriburin Medical Co., Ltd.
- 2011 – 2018 Director / Tipnatee S.P.P Co., Ltd.

Position in other Listed Companies : -None-

Directors' Meeting Participation in 2023

- Board of Directors : 6 from 6
- Executive Committee : 4 from 4

Shareholdings (%) : 3.52 (Increase 0.09 in 2023)

Relationship : Prof.Dr.ChalermHarnphanich,
M.D.'s son



Mr. Phinij Harnphanich

Age 68 years
Director

Date of Appointment : 27 February 2017

Education

- Master of Political Science (Government),
Thammasat University
- Bachelor of Political Science (Public Administration),
Thammasat University

Training

- Director Accreditation Program, Thai Institute of Directors Association (IOD)

Work Experiences

- 2022 – Present Director / The Better News Co., Ltd.
- 2016 – Present Retired Government Official /
Ministry of Interior
- 2014 – 2016 Governor / Samutprakan Province
- 2013 – 2014 Director General / Department of Lands
- 2012 – 2013 Governor / Lamphun Province

Position in other Listed Companies

- 2018 – Present Independent Director and Audit
Committee / Chewathai PLC.

Directors' Meeting Participation in 2023

- Board of Directors : 6 from 6

Shareholdings (%) : -None-

Relationship : Prof.Dr.ChalermHarnphanich,
M.D.'s brother



Ms. Pornsuda Hamphanich

Age 34 years

Director / Member of Executive Committee /
Member of Sustainability, Governance and Risk Management
Committee / Nomination and Remuneration Committee /
Chief Financial Officer

Date of Appointment : 13 January 2020

Education

- Master degree of Healthcare and Wellness Management, College of Management, Mahidol University
- Master degree of Science (Finance), University College Dublin, Singapore
- Bachelor of Business Administration in Finance, Thammasat University
- Certificate IR Professional Certificate Program, Federation of Accounting Professions
- Certificate CompTIA IT Fundamentals, Network Training Center, 2018
- Certificate Personal Data Protection Act, Thailand Data Protection Officer (T-DPO), Digital Council of Thailand

Training

- Finance for HR executive, Omega World Class Research Institute
- Compensation and benefits design, Omega World Class Research Institute
- Logistic and basic of supply chain, Sripatum university
- Director Accreditation Program, Thai Institute of Directors Association (IOD)
- Personal Income Tax and Corporate Income Tax Program, CONC Thammasat Business School, Thammasat University
- Oxford Programme on Negotiation, Said Business School, University of Oxford
- AI for Healthcare: Equipping the workforce for digital transformation, The University of Manchester and Health Education
- Human Resources Management Course, Oxford Home Study College
- Supply Chain Management Course, Oxford Home Study College

- Basic of Innovation for IoT, Digital Economy Promotion Agency (DEPA)
- Health insurance system, Learning Innovation Center, Chulalongkorn university
- Oxford Leading Sustainable Corporations Program, Said Business School, University of Oxford
- Leading Sustainable Corporation Program, Said Business School, University of Oxford

Continuing Professional Development (CPD)

- Fintech and financial technology, 2.0 Hours, Thai Listed Companies Association
- Risk Management for CFOs, 2.0 Hours, Thai Listed Companies Association
- CFO's Refresher Course 2023, 6.4 Hours, The Stock Exchange of Thailand
- Accounting for planning and decision, Dharmniti Seminar and Training Co.,Ltd, 6.30 Hours
- E-learning CFO's Refresher Course 2022, 6.0 Hours
- Accounting of Income and Expenses, Impact on Net Profit Calculation, Year 2021, 6.0 Hours
- Cybersecurity Fundamentals Course, Year 2020, 6.0 Hours
- TFRS16 Financial Lease, Year 2019, 6.0 Hours

Work Experiences

- 2023 – Present Director / Health Chain Innotech Co., Ltd.
- 2020 – Present Director / SG GOOD FRIENDS Co., Ltd.
- 2020 – Present Director / K.P.A.FOOD Co., Ltd.
- 2019 – Present Director / Latte Coffee Shop Co., Ltd.
- 2017 – Present Director / Bangkok Chain International (Lao) Co., Ltd.
- 2016 – Present Director / Bangkok Chain Management Co., Ltd.
- 2016 – Present Director / Sothon Vejchakit Co., Ltd.
- 2015 – Present Director / Coffee and Latte House Co., Ltd.
- 2014 – Present Director of Auditing and Finance / Rattanatibeth General Hospital Co., Ltd.
- 2014 – Present Director / Rattanatibeth General Hospital Co., Ltd.
- 2013 – Present Director / Navanakorn Medicare Co., Ltd
- 2013 – 2021 Director / Ayutthaya Medicare Co., Ltd.
- 2011 – 2018 Director / Tipnatee s.p.p. Co., Ltd.

Position in other Listed Companies : -None-

Directors' Meeting Participation in 2023

- Board of Directors : 6 from 6
- Executive Committee : 4 from 4
- Sustainability, Governance and Risk Management Committee : 6 from 6
- Nomination and Remuneration Committee : 1 from 1

Shareholdings (%) : 3.52 (Increase 0.08 in 2023)

Relationship : Prof. Dr. Chalerm Hamphanich, M.D.'s daughter



Mr. Voravee Kiatinityomsak

Age 44 years

Director / Member of Executive Committee / Member of Sustainability, Governance and Risk Management Committee / Company Secretary / Director of Accounting

Date of Appointment : 23 June 2020

Education

- Master Degree in Business Administration in Finance, Thammasat University
- Bachelor of Business Administration in Accounting, Assumption University
- Certified Public Accountant

Training

- Stock valuation in the new era of business, Stock Exchange of Thailand and Investment Analysis Association (IAA)
- Director Accreditation Program (DAP) 172/2020, Thai Institute of Directors Association (IOD)
- Fundamentals for Corporate Secretaries Class 1/2016, Thai Company Secretary Club, Thai Listed Companies Association partnership with Stock Exchange of Thailand and The Securities and Exchange Commission, Thailand
- Course for Chief Financial Officer, Strategic CFO in Capital Market Class 9, Stock Exchange of Thailand

Continuing Professional Development (CPD)

- Accounting, taxation and auditing for import-export business, Dharmniti Seminar and Training Co.,Ltd, 6.0 Hours
- Risk management for forensic accounting, 6.30 Hours
- Cash flow statement preparation course, 7.0 Hours
- Fintech and financial technology, 2.0 Hours, Thai Listed Companies Association
- Ethics Course for Chartered Professional Accountant Class 6, 2.0 Hours

- Thai Chartered Management Accountant (TCMA) Course Class 1/2022, 6.30 Hours
- TFRS for NPAs Update according to the Notification of the Accounting Profession no.42/2563, 14.0 Hours
- CFO Course 2022, 7.0 hours
- Income, difference between Accounting and Tax, Year 2022, 6.3 Hours
- Accounting for Land, Buildings, Equipment, Year 2022, 6.0 Hours
- Financial statement analysis, Year 2020, 7.0 Hours
- Accounting Standard for Non-current assets, Year 2020, 7.0 Hours
- Financial statement preparation course, Year 2020, 7.30 Hours
- TFRS16 Financial lease, Year 2019, 6.0 Hours
- Strategic CFO in Capital Market, Year 2019, 22 Hours

Work Experiences

- 2013 – Present Director / Zero CO2 Public Company Limited
- 2016 – Present Director / Sriburin Medical Co., Ltd.
- 2016 – Present Director / Navanakorn Medicare Co., Ltd.
- 2016 – 2021 Director / Ayutthaya Medicare Co., Ltd.
- 2016 – Present Director / Bangkok Chain Management Co., Ltd.
- 2016 – Present Director / Chiangrai Imaging Center Co., Ltd.
- 2006 – 2015 Audit Manager / EY Office Limited

Position in other Listed Companies : -None-

Directors' Meeting Participation in 2023

- Board of Directors : 6 from 6
- Executive Committee : 4 from 4
- Sustainability, Governance and Risk Management Committee : 6 from 6

Shareholdings (%) : -None-

Relationship : -None-



Mr. Surapant Taweewikayakarn, M.D.

Age 62 years

Director / Member of Executive Committee

Date of Appointment : 28 February 2023

Education

- Master of Public and Private Management Program (MPPM), NIDA
- Medical Doctor, Chulalongkorn University
- Diploma of the Board of Family Medicine, The Medical Council of Thailand
- Diploma of the Board of Clinical Preventive Medicine, The Medical Council of Thailand

Training

- Executive Training Program on Administrative Justice Class 1/2023, The Administrative Court
- Director Accreditation Program, Thai Institute of Director
- Senior Executive Program (Sasin-Kellogg school)
- Lead Auditor ISO9001:2000 Certified By SGS AU.
- TITC: JCIA, Infectious control and Hospital design
- Excellent Hospital Director Mini MBA

Work Experiences

- 2022 – 2023 Member of Sustainability, Governance and Risk Management Committee / Bangkok Chain Hospital PCL.
- 2014 – Present Director / Rattanatibeth General Hospital Co., Ltd.
- 2013 – Present Hospital Director / Kasemrad International Rattanatibeth Hospital
- 2011 – 2022 Hospital Director Kasemrad Bangkoe Hospital
- 2009 – 2011 Medical Director Kasemrad Rattanatibeth Hospital

Position in other Listed Companies : -None-

Directors' Meeting Participation in 2023

- Board of Directors : 4 from 6
- Executive Committee : 4 from 4

Shareholdings (%) : -None-

Relationship : -None-



Assoc. Prof. Virach Aphimeteetamrong, Ph.D.

Age 80 years

Independent Director / Chairman of the Audit Committee

Date of Appointment : 9 April 2004

Education

- PH.D. (Finance), University of Illinois, Urbana-Champaign, USA
- Master of Accounting Science, University of Illinois, Urbana-Champaign, USA
- Master of Business Administration, Gothenburg, Sweden
- Bachelor of Accounting (Second-Class Honors), Chulalongkorn University

Training

- CGI: Corporate Governance for Capital Market Intermediaries Class 5/2015 Thai Institute of Directors Association (IOD)
- Course Seminar R-CF: Chairman Forum “Chairman Role in Building Independence across the Board” Class 1/2014 and Class 1/2015, Thai Institute of Directors Association (IOD)
- Course Seminar M-DLB: Director Luncheon Briefing Class 1/2009, Thai Institute of Directors Association (IOD)
- Course Seminar M-AGM: Annual General Meeting Class 1/2009, Thai Institute of Directors Association (IOD)
- Director Accreditation Program (DAP) 2/2003, Thai Institute of Directors Association (IOD)

Work Experiences

- 2021 – Present Director / TRIS Rating Co., Ltd.
- 2020 – 2021 Independent Director / Allianz Ayudhya Assurance PCL.
- 2003 – Present Director / TRIS Corporation Co., Ltd.
- 1988 – Present Chairman of the Board of Directors / DR.VIRACH & ASSOCIATES OFFICE Co., Ltd.

Position in other Listed Companies

- 2013 – Present Independent Director and Audit Committee / Thai Agro Energy PCL.
- 2007 – 2021 Chairman of Board of Directors / Intouch Holdings PCL.
- 2004 – Present Independent Director and Chairman of the Audit Committee / Asia Plus Group Holdings PCL.
- 1995 – Present Independent Director and Audit Committee / Metro Systems Corporation PCL.
- 1993 – Present Chairman of the Independent Director / Supalai PCL.

Directors' Meeting Participation in 2023

- Board of Directors : 6 from 6
- Audit Committee : 5 from 5

Shareholdings (%) : -None-

Relationship : -None-



Mr. Siripong Sombutsiri

Age 69 years

Independent Director / Audit Committee /

Chairman of the Nomination and Remuneration Committee

Work Experiences

- 2011 – Present Director / Infinite Electric (Thailand) Co., Ltd.

Position in other Listed Companies

- 2014 – Present Chairman of the Board of Directors and Chairman of the Audit Committee / Com7 PCL.
- 2013 – Present Director and Chairman of the Audit Committee / Pan Asia Footwear PCL.
- 2007 – Present Director and Executive Director / AP (Thailand) PCL. and subsidiaries

Directors' Meeting Participation in 2023

- Board of Directors : 6 from 6
- Audit Committee : 5 from 5
- Nomination and Remuneration Committee : 1 from 1

Shareholdings (%) : -None-

Relationship : -None-

Date of Appointment : 9 April 2004

Education

- Master of Business Administration in Finance, Sul Ross University, USA
- Bachelor of Commerce and Accounting, Chulalongkorn University

Training

- Ethical Leadership Program Class 1/2015, Thai Private Sector Collective Action against Corruption (Thai CAC)
- Director Accreditation Program (DAP) 2/2003, Thai Institute of Directors Association (IOD)



Prof. Piphob Veraphong

Age 62 years

Independent Director / Audit Committee

Work Experiences

- 2002 – Present Partner / Law Alliance Co., Ltd.
- 2022 – Present Independent Director and Audit Committee / Land and Houses Bank PCL.

Position in other Listed Companies

- 2022 – Present Independent Director and Audit Committee / LH Financial Group PCL.
- 2015 – Present Independent Director and Audit Committee / Land and Houses PCL.

Directors' Meeting Participation in 2023

- Board of Directors : 6 from 6
- Audit Committee : 5 from 5

Shareholdings (%) : -None-

Relationship : -None-

Date of Appointment : 9 April 2004

Education

- Master of Laws (LL.M.), Harvard University, USA
- Master of Laws (LL.M.), Taxation, Boston University, USA
- Bachelor of Laws (Honors), Chulalongkorn University
- Barrister-at-law, Thai Bar Association
- Certificate of International Taxation, Harvard University, USA

Training

- Director Accreditation Program 50/2006, Thai Institute of Directors Association (IOD)
- Director Certification Program (DCP) 238/2017, Thai Institute of Directors Association (IOD)



Mr. Thawat Suntrajarn, M.D.

Age 76 years

Independent Director /

Nomination and Remuneration Committee

Date of Appointment : 26 April 2010

Education

- Master of Public Health, Mahidol University
- M.D., Chiang Mai University
- B.Sc., Medical Science, Chiang Mai University

Training

- Director Accreditation Program, Thai Institute of Directors Association (IOD)

Work Experiences

- 2019 - Present Advisory to the Executive Committee / National Vaccine Institute
- 2016 - 2019 Vice Minister for Public Health / Prime Minister's Office
- 2016 - Present Senior Advisory / Sub-committee of Ministry of Public Health
- 2016 - Present Senior Advisory / Sub-committee of Department of Health and Service Support, Ministry of Public Health
- 2010 - Present Senior Advisory / University of Phayao Council
- 2009 - Present President / Thailand Health Association
- 2008 - Present Advisory / Global Fund Principle Recipient Management office, Ministry of Public Health
- 2008 - Present Advisory / Permanent Secretary Ministry of Public Health

Position in other Listed Companies : -None-

Directors' Meeting Participation in 2023

- Board of Directors : 6 from 6
- Nomination and Remuneration Committee : 1 from 1

Shareholdings (%) : -None-

Relationship : -None-

Attachment 2

Duties and Responsibilities of Company Secretary

The Company's secretary must perform duties as stipulated in Section 89/15 and Section 89/16 of the Securities and Exchange Act (No. 4) B.E. 2551 effective on 31 August 2008 with responsibility, caution, and honesty, as well as complying with the law, objectives, resolutions of the Board of Directors, and resolutions of the shareholders' meeting. The legal duties of the Company Secretary are as follows:

1. Prepare and maintain various documents such as Registration of Directors, Notice of Board of Directors' Meeting, Minutes of Board of Directors' Meeting, Notice of Shareholders' Meeting, and Minutes of Shareholders' Meeting.
2. Manage the Reporting of Conflict of Interest reported by directors or executives and send a copy of the Reporting of Conflict of Interest under section 89/14 to the Chairman of the Board of Directors and the Chairman of the Audit Committee within 7 working days from the date the Company receives the report.
3. Perform other actions as specified by the Capital Market Supervisory Board.
4. Other duties include:
 - Responsible for arranging the Board of Directors and shareholders' meetings.
 - Provide advice on the relevant laws and regulations, and the best practices for governance in the implementation of the Board's activities in compliance with the law.
 - Coordinate with regulatory agencies such as the Stock Exchange of Thailand, and supervise the disclosure and reporting of information to the regulatory agencies and the public to ensure complete compliance with the law.
 - Other duties as assigned by the Company.

At the Board of Directors' meeting held on 14 January 2016, the Board of Directors resolved to appoint Mr. Voravee Kiatiniyomsak to be the Company Secretary, who has passed the training course for Company Secretary, class 1/2016, organized by Association of Thai Listed Companies Secretary with the Stock Exchange of Thailand and the Securities and Exchange Commission.

Attachment 3

Details of the Directors of the Subsidiaries

No.	Name of Director	Rattanaibeth General Hospital Co., Ltd.	Saraburi Wetchakit Co., Ltd.	Sriburi Medical Co., Ltd.	Navanakorn Medicare Co., Ltd.	Sothorn Vejchakit Co., Ltd.	Bangkok Chain Management Co., Ltd.	Bangkok Chain International (Lao) Co., Ltd.	Health Chain Innotech Co., Ltd	Kasemrad Ari Cancer Rangsi Raksa Center Co., Ltd.
1	Prof.Dr. Chalerm Harnphanich, M.D.	C S	C MD S	C MD S	C MD S	C MD S	C MD S	C MD S	C D S	C D S
2	Asst.Prof.Dr. Somporn Harnphanich, M.D.	MD S D	D S	D S	D S	D S	D S	D	D S	D S
3	Dr. Buntham Harnphanich	D	-	-	-	-	-	-	-	-
4	Ms. Pornluck Hamphanich, M.D.	-	D S	D S	D S	D S	D S	D	D S	D S
5	Mr. Kantaporn Harnphanich	-	-	D S	D S	D S	D S	D	D S	-
6	Ms. Pornsuda Harnphanich	D	-	-	D S	D S	D S	D	D S	-
7	Mrs. Saifon Chaimongkol	-	-	-	-	-	D S	-	-	-
8	Mr. Voravee Kiatiniyomsak	-	-	D S	D S	-	D S	-	-	-
9	Mrs. Somjai Manatrakul	-	D S	-	-	-	-	-	-	-
10	Mrs. Jirawan Supamongkolsirichot	-	D S	-	-	-	-	-	-	-
11	Dr. Itthipong Yodprasit, M.D.	-	-	D S	-	-	-	-	-	-
12	Mr. Surapant Taweewikayakarn, M.D.	D	-	-	-	-	-	-	-	-

No.	Name of Director	Rattanaibeth General Hospital Co., Ltd.	Saraburi Wetchakit Co., Ltd.	Sriburi Medical Co., Ltd.	Navanakorn Medicare Co., Ltd.	Sothorn Veichakit Co., Ltd.	Bangkok Chain Management Co., Ltd.	Bangkok Chain International (Lao) Co., Ltd.	Health Chain Innotech Co., Ltd.	Kasemrad Ari Cancer Rangsi Raksa Center Co., Ltd.
13	Ms. Supojanee Hattapawan, M.D.	D	-	-	-	-	-	-	-	-
14	Mrs. Sopha Warokorn	-	-	-	-	D	-	-	-	-
15	Mr. Ekarat Samantararat	-	-	-	-	D	-	-	-	-
16	Mr. Cholawish Chantalit, M.D.	-	-	-	-	D	-	-	-	-
17	Ms. Valy Vetsaphong	-	-	-	-	-	-	D	-	-
18	Mr. Phisit Wannawittayapha	-	-	-	-	-	-	D	-	-
19	Mr. Cholawit Winichchai	-	-	-	-	-	-	D	-	-
20	Mr. Jirapon Sasitorn	-	-	-	-	-	-	-	D S	-
21	Mrs. Lucksana Pochanugool	-	-	-	-	-	-	-	-	D S
22	Mr. Jarey kietisirichai	-	-	-	-	-	-	-	-	D S
23	Mr. Peerawit Tubwong	-	-	-	-	-	-	-	-	D

C: Chairman of the Board MD : Managing Director S: Authorized Director D: Director

Attachment 4

Details about the Internal Audit Supervisor

Name Ms. Wanthanee Wongbutrod
Position Deputy Manager of Internal Audit Department 2 / Dharmniti Internal Audit Co., Ltd.

Education

- Bachelor Accountancy Program in Accounting Information System, School of Management, Walailak University

Work Experiences

- 2017 - Present Deputy Manager of Internal Audit Department 2 / Dharmniti Internal Audit Co., Ltd.
- 2016 Internal Audit Manager / Dharmniti Internal Audit Co., Ltd.
- 2013 - 2015 Risk Management and Internal Audit Assistant Manager / Dharmniti Audit Co., Ltd.
- 2010 - 2012 Senior Internal Audit / Dharmniti Audit Co., Ltd.
- 2007 - 2009 Internal Audit / Dharmniti Audit Co., Ltd.

Training

- Seminar in CEO & Integrated Management –Audit
- Seminar 2012 in Internal Audit preparation for AEC
- Internal Audit planning course
- Going from Good to Great in IT Governance and Outsourcing course
- Internal Audit and Quality Management course
- COSO 2013 course, theory and practice
- Project to maintain and improve the quality of internal audit
- Self-Assessment Form on Anti-Corruption
- IT Audit for Non IT Auditor course
- IIA Standard & Implementation Guide (Practice advisory)
- Seminar in Internal Audit: The key factor for corporate governance and business value creation
- Accounting for Construction Business and Agreement course
- 59 issues of Tax Preparation for Medicals, Hospitals, Medicine Clinics, Healthcare service providers, and Aesthetic center
- Thailand's Anti-Corruption Act, the Organic Act on Counter Corruption B.E. 2542 (1999)
- MS-Excel for Auditor course
- IA Day: Innovative Internal Auditor course
- IT General Control (Beginner) course
- Audit Plan course
- Sampling for Working Paper
- Negotiation for Internal Auditor course
- International Standards for the Professional Practice of Internal Auditing

Responsibility

- Set goals, strategies, and work plans, as well as monitor internal audit performance for each customer to be in accordance with the specified work plans.
- Propose services on risk management and internal audit.
- Provide knowledge and understanding about internal audits to the team and coordinate operations with customers.

Attachment 5

Details about the Property Appraisal List

-None-

Attachment 6

Others

-None-



Bangkok Chain Hospital Public Company Limited

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