



Annual Registration Statement / Annual Report

Form 56-1 One Report

(Structured Data Report)

PRINCIPAL CAPITAL PUBLIC COMPANY LIMITED

Fiscal Year End 31 December 2023



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Group Structure and Operations

Group Structure and Operations

Business Overview and Policies (1.1)

Company Information (1.1.5)

Company Name : PRINCIPAL CAPITAL PUBLIC COMPANY LIMITED

Symbol : PRINC

Address : 23rd Floor, Bangkok Business Center, 29 Sukhumvit 63, Klongton
Nua, Wattana

Province : Bangkok

Postcode : 10110

Business : The Company's core businesses are private hospitals and
private hospital management.

Registration Number : 0107547000869

Telephone : 0-2009-2015

Website : www.principalcapital.co.th

Email : Secretarywhistle@principalcapital.co.th

Total Shares Sold (shares)

Common Stock : 3,808,570,502

Preferred Stock : 0

Business Operations (1.2)

Revenue Structure (1.2.1)

By Product Line or Business Grouping

	2021	2022	2023
Total revenue from operations (Thousand baht)	5,120,679.80	6,804,796.96	5,739,560.54
Healthcare Services Business (Thousand baht)	4,742,677.79	6,211,425.29	5,077,682.87
Property Development and rental business (Thousand baht)	316,097.83	473,134.20	561,960.86
Other (Thousand baht)	61,904.18	120,237.47	99,916.81

	2021	2022	2023
Total revenue from operations (%)	100.00	100.00	100.00
Healthcare Services Business (%)	92.62	91.28	88.47
Property Development and rental business (%)	6.17	6.95	9.79
Other (%)	1.21	1.77	1.74

By Geographical Area or Market

	2021	2022	2023
Total revenue from operations (Thousand baht)	5,120,679.80	6,804,796.96	5,739,560.54
Domestic (Thousand baht)	5,120,679.80	6,804,796.96	5,739,560.54
International (Thousand baht)	0.00	0.00	0.00

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

Other income as specified in the financial statements

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

Share of profit of joint ventures and associates accounted for using equity method

	2021	2022	2023
Share of profit (Thousand baht)	73.49	-128.25	480.26

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

Research and Development (R&D) Policy : No

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

Risk Management

Risk Management

Risk Factors (2.2)

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

Risks from climate change

Risk Management Measures: Yes

Related Risk Topics

Operational Risk

- Climate change and disasters

Risk to Securities Holder (2.2.2)

Risks from having major shareholders with more than 50% shareholding.

Risk Management Measures: Yes

Related Risk Topics

- Return from investment of securities holder

Sustainable Development

Sustainable Development

Sustainability Management Policy and Targets (3.1)

Sustainability Management Policy and Targets

Corporate Sustainability Policy : Yes

URL of corporate sustainability policy : <https://www.principalcapital.co.th/governance>

Environmental Aspect (3.3)

Policy and Guideline on Environmental Aspect (3.3.1)

Environmental Policy and Practice : Yes

URL of environmental policy and practice : <https://www.principalcapital.co.th/governance>

Company environmental guideline : Electricity Management, Fuel Management, Renewable/Clean Energy Management, Water Management, Waste Management, Greenhouse Gas and Climate Change Management

Results with Respect to the Environmental Aspect (3.3.2)

Energy management

• Fuel consumption

	2021	2022	2023
Jet fuel (Litres)	55,612.98	163,358.10	233,873.51
Diesel (Litres)	130,117.42	189,492.97	260,553.36
Gasoline (Litres)	14,869.14	24,533.64	92,402.01
LPG (Kilograms)	N/A	N/A	36,834.00

• Electricity consumption

	2021	2022	2023
Total electricity consumption within the organization (Kilowatt-Hours)	22,373,976.00	25,115,582.00	30,656,518.47

Water management

• Water consumption

	2021	2022	2023
Total water withdrawal (Cubic meters)	246,925.27	277,711.00	435,146.00

Waste management

• Waste from operations

	2021	2022	2023
Non-hazardous waste (Kilograms)	479,613.84	592,343.70	982,818.38
Hazardous waste (Kilograms)	393,412.02	819,110.43	380,785.01
Total waste generated (Kilograms)	873,025.86	1,411,454.13	1,363,603.39

Greenhouse gas management

• Greenhouse gas emissions

	2021	2022	2023
Total GHG emissions target (Metric tonnes of carbon dioxide equivalent)	N/A	N/A	N/A
Scope 1 (Tons of carbon dioxide equivalents)	3,671.00	3,028.00	2,237.00
Scope 2 (Tons of carbon dioxide equivalents)	11,246.00	12,475.00	14,582.00
Scope 3 (Tons of carbon dioxide equivalents)	5,477.00	8,106.00	9,784.00
Total GHG emissions (Metric tonnes of carbon dioxide equivalent)	20,394.00	23,609.00	26,603.00

• Verification of greenhouse gas emissions over the past year

Third-party verification : Yes

Name of verifying organization : NPC Safety and Environmental Service Co.,Ltd.

Social Aspect (3.4)

Policy and Guideline on Social Aspect (3.4.1)

Human Rights Policy and Practice : Yes

URL of human rights policy : <https://www.principalcapital.co.th/governance>

Company human right guideline : Employee Rights, Migrant Workers, Child Labor, Consumer Rights, Community and Environment Rights, Safety and Occupational Health at Work, Non-discrimination

Results with Respect to the Social Aspect (3.4.2)

Information about employees

• Total number of employees

	2021	2022	2023
Number of male employees (Persons)	596	606	752
Number of female employees (Persons)	1,975	2,358	3,170
Total number of employees (Persons)	2,571	2,964	3,922

• Employee remuneration

	2021	2022	2023
Employee remuneration (baht)	1,246,250,000.00	1,645,500,000.00	1,542,104,651.39

• Employee development and training

	2021	2022	2023
Average employee training hours (Hours / Person / Year)	59.00	66.00	64.00
Employee development and training expenses (baht)	3,708,854.62	9,514,548.21	13,386,159.01

• Health, safety and work environment

	2021	2022	2023
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Total number of lost time injury incidents by employees (Cases)	4	4	12
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• **Employee retention**

	2021	2022	2023
Percentage of employees who voluntarily resigned (%)	14.51	12.11	N/A

• **Significant labor dispute**

	2021	2022	2023
Significant labor dispute	No	No	No

Corporate Governance Policy

Corporate Governance Policy

Overview of the Corporate Governance Policy and Guideline (6.1)

Corporate Governance Policy

Corporate Governance Policy : Yes

Company website on corporate governance policy : <https://www.principalcapital.co.th/governance>

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

Policy and guideline related to the board of directors

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

Code of Conduct (6.2)

Establishing a Code of Conduct

Establishing a Code of Conduct

Code of Conduct : Yes

Policy and Guideline related to the Code of Conduct

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

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

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

Board of Directors (7.2)

Composition of the board of directors (7.2.1)

	Number of persons	Percentage (%)
Total number of directors	11	100.00
Number of male directors	9	81.82
Number of female directors	2	18.18
Number of executive directors	4	36.36
Number of non-executive directors	7	63.64
Number of independent directors	5	45.45

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

List of directors

General information	Position	Date position was assumed	Experience and expertise
1. Mr. SATIT VIDDAYAKORN Gender: Male Age: 60 years old Highest level of education: Doctoral degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Chairman of the board (Executive) Director type: Re-elected as director	22 Apr 2013	Business Administration, Information & Communication Technology

2.	Mr. SILLAPAPORN SRIJUNPETCH Gender: Male Age: 63 years old Highest level of education: Master's degree Major: Accounting Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Original director	26 Apr 2021	Accounting, Finance, Business Administration
3.	Mrs. UNAKORN PHRUITHITHADA Gender: Female Age: 66 years old Highest level of education: Master's degree Major: Accounting Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Re-elected as director	26 Apr 2021	Accounting, Finance, Business Administration
4.	Mr. SAKARIN TANGKAVACHIRANON Gender: Male Age: 57 years old Highest level of education: Master's degree Major: Management Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive) Director type: Original director	29 Jun 2021	Engineering, Business Administration
5.	Mr. NATTAWUTH PRASERTSIRIPONG Gender: Male Age: 64 years old Highest level of education: Master's degree Major: Political Science Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive) Director type: Re-elected as director	15 Dec 2021	Health Care Services, Business Administration

6.	<p>Mr. ANUPHAN KITNITCHIVA</p> <p>Gender: Male</p> <p>Age: 60 years old</p> <p>Highest level of education: Doctoral degree</p> <p>Major: Development Administration</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director</p> <p>(Non-executive, Independent director)</p> <p>Director type: Original director</p>	25 Apr 2022	Law, Business Administration
7.	<p>Mr. Panu Boonsombat</p> <p>Gender: Male</p> <p>Age: 46 years old</p> <p>Highest level of education: Doctoral degree</p> <p>Major: Business Administration</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director</p> <p>(Non-executive, Independent director)</p> <p>Director type: Newly appointed director to replace ex-director</p>	26 Apr 2023	Marketing, Business Administration
8.	<p>Mr. Krittavith Lertutsahakul</p> <p>Gender: Male</p> <p>Age: 66 years old</p> <p>Highest level of education: Bachelor's degree</p> <p>Major: Medicine</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Vice Chairman</p> <p>(Executive)</p> <p>Director type: Newly appointed director to replace ex-director</p>	26 Apr 2023	Health Care Services, Marketing, Sustainability, Business Administration
9.	<p>Mr. Tharin Eampetcharapong</p> <p>Gender: Male</p> <p>Age: 56 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Business Administration</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director</p> <p>(Executive)</p> <p>Director type: Newly appointed director to replace ex-director</p>	9 Aug 2023	Health Care Services, Finance, Business Administration

10.	Mr. Pawat Thanawutsirawat Gender: Male Age: 51 years old Highest level of education: Master's degree Major: Computer Information systems Thai nationality: Yes Residing in Thailand: Yes	Director (Executive) Director type: Newly appointed director to replace ex-director	9 Aug 2023	Information & Communication Technology, Marketing
11.	Ms. Seerada Tiamprasert Gender: Female Age: 47 years old Highest level of education: Master's degree Major: Science-International Business Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Newly appointed director to replace ex-director	6 Oct 2023	Finance, Business Administration

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

General information	Position	Tenure	Replacement Director
1. Mr. JOHN LEE KOHSHUN Gender: Male Age: 79 years old Highest level of education: Master's degree Major: Public Health Thai nationality: No Residing in Thailand: Yes	Chairman of the board (Executive)	Date position was assumed: 22 Apr 2013 Date directorship ended: 26 Apr 2023	Mr. SATIT VIDDAYAKORN Date position was assumed: 26 Apr 2023
2. Ms. JUTAMAS INGPOCHAI Gender: Female Age: 47 years old Highest level of education: Doctoral degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director)	Date position was assumed: 22 Apr 2014 Date directorship ended: 26 Apr 2023	Mr. Panu Boonsombat Date position was assumed: 26 Apr 2023

3.	Mr. VEERA SRICHANACHAICHOK Gender: Male Age: 63 years old Highest level of education: Master's degree Major: Accounting Thai nationality: Yes Residing in Thailand: Yes	Director (Executive)	Date position was assumed: 26 Feb 2016 Date directorship ended: 30 Sep 2023	Ms. Seerada Tiamprasert Date position was assumed: 6 Oct 2023
4.	Mr. TANEE MANEENUT Gender: Male Age: 46 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Executive)	Date position was assumed: 25 Apr 2022 Date directorship ended: 9 Aug 2023	Mr. Tharin Eampetcharapong Date position was assumed: 9 Aug 2023
5.	Mrs. ACHARA RATANAPHUNSRI Gender: Female Age: 49 years old Highest level of education: Doctoral degree Major: Organization Development Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive)	Date position was assumed: 11 Nov 2020 Date directorship ended: 9 Aug 2023	Mr. Pawat Thanawutsirawat Date position was assumed: 9 Aug 2023

Other Information pertaining to committees

The Chairman is an independent director	: No
The Chairman and the manager are the same person	: No
The Chairman and the manager are members of the same family	: No
The company appoints at least one independent director to determine the agenda of the Board of Directors' meetings	: No

Sub-committees (7.3)

Information about sub-committees (7.3.2)

Audit Committee

List of audit committee members

General information		Position	Date position was assumed	Experience and expertise
1.	<p>Mrs. UNAKORN PHRUITHITHADA [1]</p> <p>Gender: Female</p> <p>Age: 66 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Accounting</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Chairman of the audit committee</p> <p>(Non-executive, Independent director)</p> <p>Director type: Original director</p>	14 May 2021	Accounting, Finance, Business Administration
2.	<p>Mr. SILLAPAPORN SRIJUNPETCH [1]</p> <p>Gender: Male</p> <p>Age: 63 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Accounting</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Audit committee</p> <p>(Non-executive, Independent director)</p> <p>Director type: Original director</p>	26 Apr 2021	Accounting, Finance, Business Administration
3.	<p>Mr. Panu Boonsombat</p> <p>Gender: Male</p> <p>Age: 46 years old</p> <p>Highest level of education: Doctoral degree</p> <p>Major: Business Administration</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Audit committee</p> <p>(Non-executive, Independent director)</p> <p>Director type: Newly appointed director to replace ex-director</p>	26 Apr 2023	Marketing, Business Administration

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

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

General information	Position	Tenure	Replacement Director
1. Ms. JUTAMAS INGPOCHAI Gender: Female Age: 47 years old Highest level of education: Doctoral degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director)	Date position was assumed: 22 Apr 2014 Date directorship ended: 26 Apr 2023	Mr. Panu Boonsombat Date position was assumed: 26 Apr 2023

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

Executive Committee

List of executive committee members

General information	Position	Date position was assumed
1. Mr. SATIT VIDDAYAKORN Gender: Male Age: 60 years old Highest level of education: Doctoral degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Chairman of the executive committee	29 Apr 2013
2. Mr. Krittavith Lertutsahakul Gender: Male Age: 66 years old Highest level of education: Bachelor's degree Major: Medicine Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	9 Nov 2022

3.	Mr. Tharin Eampetcharapong Gender: Male Age: 56 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	6 Oct 2023
4.	Mr. Pawat Thanawutsirawat Gender: Male Age: 51 years old Highest level of education: Master's degree Major: Computer Information systems Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	6 Oct 2023
5.	Ms. Preeyaporn Aphiwattwittaya Gender: Female Age: 47 years old Highest level of education: Master's degree Major: Real Estate Business Program Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	26 Feb 2016
6.	Ms. Ritima Jirasuradate Gender: Female Age: 46 years old Highest level of education: Bachelor's degree Major: Law Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	14 May 2018

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

General information	Position	Tenure	Replacement Director
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1.	Mr. VEERA SRICHANACHAICHOK Gender: Male Age: 63 years old Highest level of education: Master's degree Major: Accounting Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	Date position was assumed: 26 Feb 2016 Date directorship ended: 30 Sep 2023	No replacement director
2.	Mrs. ACHARA RATANAPHUNSRI Gender: Female Age: 49 years old Highest level of education: Doctoral degree Major: Organization Development Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	Date position was assumed: 25 Nov 2019 Date directorship ended: 6 Oct 2023	No replacement director
3.	Mr. TANEER MANEENUT Gender: Male Age: 46 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	Date position was assumed: 29 Jun 2021 Date directorship ended: 15 Dec 2023	No replacement director

Other sub-committees

Sub-committees information

Name of sub-committees	List of directors	Position
Corporate Governance Committee	Mr. Panu Boonsombat	Chairman
	Mrs. ACHARA RATANAPHUNSRI	Member
	Ms. Ritima Jirasuradate	Member
	Mr. SILLAPAPORN SRIJUNPETCH	Member
Sustainable Development Committee	Mr. ANUPHAN KITNITCHIVA	Chairman
	Mr. Krittavith Lertutsahakul	Member
	Ms. Atiya Awachanakarn	Member
	Ms. Pano-chandra Charurungsipong	Member

Nomination and Remuneration Committee	Mr. ANUPHAN KITNITCHIVA	Chairman
	Mr. Krittavith Lertutsahakul	Member
	Mr. Panu Boonsombat	Member
Risk Management Committee	Mr. NATTAWUTH PRASERTSIRIPONG	Chairman
	Mr. Krittavith Lertutsahakul	Member
	Mr. Tharin Eampetcharapong	Member
	Mr. Pawat Thanawutsirawat	Member
	Mr. Santi Ueanoraset	Member
	Ms. Ritima Jirasuradate	Member

Roles of Sub-committees

Sub-committees responsible for risk management	: Risk Management Committee
Sub-committees responsible for nomination	: Nomination and Remuneration Committee
Sub-committees responsible for remuneration	: Nomination and Remuneration Committee
Sub-committees responsible for corporate governance	: Corporate Governance Committee
Sub-committees responsible for corporate sustainability development	: Sustainable Development Committee

Executives (7.4)

List and positions of the executive (7.4.1)

The four highest-ranking executives

General information	Position	Date position was assumed	Experience and expertise
1. Mr. SATIT VIDDAYAKORN Gender: Male Age: 60 years old Highest level of education: Doctoral degree Major: Business Administration	Chairman of the Executive Committee	29 Apr 2013	Business Administration, Information & Communication Technology
2. Mr. Krittavith Lertutsahakul Gender: Male Age: 66 years old Highest level of education: Bachelor's degree Major: Medicine	Managing Director	26 Apr 2023	Health Care Services, Marketing, Sustainability, Business Administration
3. Mr. Tharin Eampetcharapong [1] Gender: Male Age: 56 years old Highest level of education: Master's degree Major: Business Administration	Chief Financial Officer	1 Jun 2023	Health Care Services, Finance, Business Administration
4. Mr. Pawat Thanawutsirawat Gender: Male Age: 51 years old Highest level of education: Master's degree Major: Computer Information systems	Chief Healthcare Officer	1 Apr 2023	Information & Communication Technology, Marketing
5. Mrs. ACHARA RATANAPHUNSRI Gender: Female Age: 49 years old Highest level of education: Doctoral degree Major: Organization Development	Chief Internal control & Compliance Officer	1 Apr 2023	Corporate Management, Internal Control

6.	Ms. Atiya Awachanakarn Gender: Female Age: 42 years old Highest level of education: Master's degree Major: Finance	Chief Sustainability Officer	1 Apr 2023	Finance, Sustainability
7.	Ms. Wareeporn Songsak Gender: Female Age: 50 years old Highest level of education: Doctoral degree Major: Philosophical	Chief People Officer	19 Jun 2023	Human Resource Management

[1] Highest responsibility in accounting and finance

[2] Directly responsible for financial account supervision

Remuneration policy for executives (7.4.2 – 7.4.3)

Remuneration policy for executives

Remuneration policy for executives : Yes

Remuneration

	2021	2022	2023
Total executive remuneration (baht)	N/A	38,555,429.00	57,170,000.00

Other forms of remuneration

Employee Stock Ownership Plan (ESOP) : No

Employee Joint Investment Program (EJIP) : No

Employees (7.5)

Information about company employees

Employees

Number of male employees (persons)	: 752
Number of female employees (persons)	: 3,170
Total number of employees (persons)	: 3,922

Employee Remuneration

Total employee remuneration	: 1,542,104,651.39
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Provident fund

Total number of employees (persons)	: 3,922
Number of employees contributing to the PVD (persons)	: 995
Percentage of employees who are members (%)	: 25.37

Other Significant Information (7.6)

Other significant information

Assigned persons

- Person assigned to take direct responsibility for accounting oversight

General information	Email	Telephone
1. Ms. Preeyaporn Aphiwartwittaya	preeyaporn@principalcapital.co.th	02-0092015

- Company secretary

General information	Email	Telephone
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1.	Ms. Ritima Jirasuradate	ritima.ji@principalcapital.co.th	02-0092015
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• Head of internal audit

General information	Email	Telephone
1. Ms. Kantima Kongsomyuti	pk_kantima@hotmail.com	02-0092015
2. Mr. Wiwat Limnanthasin	wiwatli@kpsaudit.com	02-0092015

• Head of compliance unit

General information	Email	Telephone
1. Ms. Ritima Jirasuradate	ritima.ji@principalcapital.co.th	02-0092015

• Head of investor relations

General information	Email	Telephone
1. Mr. Sutee Pongsapas	sutee.po@princhealth.com	02-0092015

Company's auditor

Company	Names and general information of auditors	Audit fee (baht)	Other non-audit fees (baht)
1. PRICEWATERHOUSECOOPERS ABAS COMPANY LIMITED	1. Ms. Sanicha Akarakittilap Email: sanicha. akarakittilap@pwc.com Telephone: 02-0092015	15,020,450.00	Details: Travelling expense, accommodation expense, financial statement preparation fee, overtime (OT), Project feasibility fee Total service fee (baht): 3,490,075.00

Performance Report on Corporate Governance

Performance Report on Corporate Governance

Summary of Director Performance (8.1)

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

List of new directors appointed in the past year

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

General information	Position	Date position was assumed	Experience and expertise
1. Mr. SATIT VIDDAYAKORN Gender: Male Age: 60 years old Highest level of education: Doctoral degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Chairman of the board (Executive) Director type: Re-elected as director	Date position was assumed: 22 Apr 2013	Business Administration, Information & Communication Technology
2. Mrs. UNAKORN PHRUITHITHADA Gender: Female Age: 66 years old Highest level of education: Master's degree Major: Accounting Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Re-elected as director	Date position was assumed: 26 Apr 2021	Accounting, Finance, Business Administration
3. Mr. NATTAWUTH PRASERTSIRIPONG Gender: Male Age: 64 years old Highest level of education: Master's degree Major: Political Science Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive) Director type: Re-elected as director	Date position was assumed: 15 Dec 2021	Health Care Services, Business Administration

• List of newly appointed director to replace the ex-director

General information	Position	Date position was assumed	Experience and expertise
1. Mr. Panu Boonsombat Gender: Male Age: 46 years old Highest level of education: Doctoral degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Newly appointed director to replace ex-director	Date position was assumed: 26 Apr 2023	Marketing, Business Administration
2. Mr. Kittavith Lertutsahakul Gender: Male Age: 66 years old Highest level of education: Bachelor's degree Major: Medicine Thai nationality: Yes Residing in Thailand: Yes	Vice Chairman (Executive) Director type: Newly appointed director to replace ex-director	Date position was assumed: 26 Apr 2023	Health Care Services, Marketing, Sustainability, Business Administration
3. Mr. Tharin Eampetcharapong Gender: Male Age: 56 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Executive) Director type: Newly appointed director to replace ex-director	Date position was assumed: 9 Aug 2023	Health Care Services, Finance, Business Administration
4. Mr. Pawat Thanawutsirawat Gender: Male Age: 51 years old Highest level of education: Master's degree Major: Computer Information systems Thai nationality: Yes Residing in Thailand: Yes	Director (Executive) Director type: Newly appointed director to replace ex-director	Date position was assumed: 9 Aug 2023	Information & Communication Technology, Marketing

5.	Ms. Seerada Tiamprasert	Director	Date position was assumed:	Finance, Business Administration
	Gender: Female	(Non-executive, Independent director)	6 Oct 2023	
	Age: 47 years old			
	Highest level of education: Master's degree	Director type: Newly appointed director to replace ex-director		
	Major: Science-International Business			
	Thai nationality: Yes			
	Residing in Thailand: Yes			

Development of directors over the past year

List of directors	Position	Participated in director development program
Mr. SATIT VIDDAYAKORN	Chairman of the board	Non-participating
Mr. SILLAPAPORN SRIJUNPETCH	Director	Non-participating
Mrs. UNAKORN PHRUITHITHADA	Director	Participating
Mr. SAKARIN TANGKAVACHIRANON	Director	Non-participating
Mr. NATTAWUTH PRASERTSIRIPONG	Director	Non-participating
Mr. ANUPHAN KITNITCHIVA	Director	Non-participating
Mr. Panu Boonsombat	Director	Participating
Mr. Krittavith Lertutsahakul	Vice Chairman	Participating
Mr. Tharin Eampetcharapong	Director	Participating
Mr. Pawat Thanawutsirawat	Director	Non-participating
Ms. Seerada Tiamprasert	Director	Non-participating
Mr. JOHN LEE KOHSHUN	Chairman of the board	Non-participating
Ms. JUTAMAS INGPOCHAI	Director	Non-participating
Mr. VEERA SRICHANACHAICHOK	Director	Non-participating
Mr. TANEE MANEENUT	Director	Non-participating
Mrs. ACHARA RATANAPHUNSRI	Director	Non-participating

Directors' performance assessment

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

Meeting attendance and remuneration to each Board member (8.1.2)

Meeting attendance of the board of directors

Number of board meetings (times) : 8

Date of AGM meeting : 25 Apr 2023

EGM meeting : No

	List of directors	Termination date	Number of Board Meeting	AGM meetings	EGM meetings
1.	Mr. SATIT VIDDAYAKORN (Chairman of the board)	-	6/8	Participating	Did not hold the meeting
2.	Mr. SILLAPAPORN SRIJUNPETCH (Director)	-	8/8	Participating	Did not hold the meeting
3.	Mrs. UNAKORN PHRUITHITHADA (Director)	-	8/8	Participating	Did not hold the meeting
4.	Mr. SAKARIN TANGKAVACHIRANON (Director)	-	8/8	Participating	Did not hold the meeting
5.	Mr. NATTAWUTH PRASERTSIRIPONG (Director)	-	8/8	Participating	Did not hold the meeting
6.	Mr. ANUPHAN KITNITCHIVA (Director)	-	8/8	Participating	Did not hold the meeting
7.	Mr. Panu Boonsombat (Director)	-	5/8	Non-participating	Did not hold the meeting
8.	Mr. Krittavith Lertutsahakul (Vice Chairman)	-	5/8	Participating	Did not hold the meeting
9.	Mr. Tharin Eampetcharapong (Director)	-	4/8	Non-participating	Did not hold the meeting

10.	Mr. Pawat Thanawutsirawat (Director)	-	4/8	Non-participating	Did not hold the meeting
11.	Ms. Seerada Tiamprasert (Director)	-	2/8	Non-participating	Did not hold the meeting
12.	Mr. JOHN LEE KOHSHUN (Chairman of the board)	26 Apr 2023	3/8	Participating	Did not hold the meeting
13.	Ms. JUTAMAS INGPOCHAI (Director)	26 Apr 2023	3/8	Participating	Did not hold the meeting
14.	Mr. VEERA SRICHANACHAICHOK (Director)	30 Sep 2023	5/8	Participating	Did not hold the meeting
15.	Mr. TANEER MANEENUT (Director)	9 Aug 2023	4/8	Participating	Did not hold the meeting
16.	Mrs. ACHARA RATANAPHUNSRI (Director)	9 Aug 2023	4/8	Participating	Did not hold the meeting

Remuneration for company directors

	List of directors	Termination date	Meeting allowance (baht)	Other monetary remuneration (baht)	Other non- monetary
1.	Mr. SATIT VIDDAYAKORN (Chairman of the board)	-	0.00	300,000.00	Yes
2.	Mr. SILLAPAPORN SRIJUNPETCH (Director)	-	105,000.00	300,000.00	Yes
3.	Mrs. UNAKORN PHRUITHITHADA (Director)	-	150,000.00	450,000.00	Yes
4.	Mr. SAKARIN TANGKAVACHIRANON (Director)	-	80,000.00	300,000.00	Yes
5.	Mr. NATTAUWUTH PRASERTSIRIPONG (Director)	-	80,000.00	300,000.00	Yes
6.	Mr. ANUPHAN KITNITCHIVA (Director)	-	180,000.00	300,967.75	Yes
7.	Mr. Panu Boonsombat (Director)	-	105,000.00	0.00	Yes
8.	Mr. Kritavith Lertutsahakul (Vice Chairman)	-	0.00	0.00	Yes
9.	Mr. Tharin Eampetcharapong (Director)	-	0.00	0.00	Yes
10.	Mr. Pawat Thanawutsirawat (Director)	-	0.00	0.00	Yes
11.	Ms. Seerada Tiamprasert (Director)	-	20,000.00	0.00	Yes

12.	Mr. JOHN LEE KOHSHUN (Chairman of the board)	26 Apr 2023	0.00	450,000.00	Yes
13.	Ms. JUTAMAS INGPOCHAI (Director)	26 Apr 2023	45,000.00	300,000.00	Yes
14.	Mr. VEERA SRICHANACHAICHOK (Director)	30 Sep 2023	0.00	300,000.00	Yes
15.	Mr. TANEER MANEENUT (Director)	9 Aug 2023	0.00	205,000.00	Yes
16.	Mrs. ACHARA RATANAPHUNSRI (Director)	9 Aug 2023	0.00	300,000.00	Yes

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

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

Meeting attendance of audit committee

Number of Audit committee meetings (times) : 4

	List of directors	Termination date	Number of the audit committee meeting
1.	Mrs. UNAKORN PHRUITHITHADA (Chairman of the audit committee)	-	4/4
2.	Mr. SILLAPAPORN SRIJUNPETCH (Audit committee)	-	4/4
3.	Mr. Panu Boonsombat (Audit committee)	-	3/4
4.	Ms. JUTAMAS INGPOCHAI (Audit committee)	26 Apr 2023	1/4