



# **Annual Registration Statement / Annual Report**

## **Form 56-1 One Report**

### **(Structured Data Report)**

**THONBURI HEALTHCARE GROUP 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 : THONBURI HEALTHCARE GROUP PUBLIC COMPANY LIMITED

Symbol : THG

Address : 34/1 Soi Itsaraphap 44, Ban Chang Lo, Bangkok Noi

Province : Bangkok

Postcode : 10700

Business : The group of company operates overnight general hospital under the name of "Thonburi Hospital".

Registration Number : 0107537002753

Telephone : 0-2487-2000

Fax (if applicable) : 0-2159-0336

Website : <http://www.thg.co.th/>

Email : [ocs@thg.co.th](mailto:ocs@thg.co.th)

#### Total Shares Sold (shares)

Common Stock : 847,467,400

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)	10,847,492.00	11,539,506.00	9,843,552.00
Medical Service Business (Thousand baht)	10,414,949.00	10,769,500.00	9,485,343.00
Healthcare Solutions Provider (Thousand baht)	409,997.00	747,358.00	335,558.00
Other (Thousand baht)	22,546.00	22,648.00	22,651.00

	2021	2022	2023
Total revenue from operations (%)	100.00	100.00	100.00
Medical Service Business (%)	96.01	93.33	96.36
Healthcare Solutions Provider (%)	3.78	6.48	3.41
Other (%)	0.21	0.20	0.23

#### By Geographical Area or Market

	2021	2022	2023
Total revenue from operations (Thousand baht)	10,847,492.00	11,539,506.00	9,843,552.00
Domestic (Thousand baht)	10,847,492.00	11,539,506.00	9,843,552.00
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)	127,427.00	444,395.00	143,727.00
Other income from operations (Thousand baht)	70,072.00	72,735.00	67,767.00
Other income not from operations (Thousand baht)	57,355.00	371,660.00	75,960.00

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

	2021	2022	2023
Share of profit (Thousand baht)	30,692.00	150,964.00	213,522.00

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

Research and Development (R&D) Policy : No

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

# Risk Management

# Risk Management

## Risk Factors (2.2)

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

### Risk on Sustainability (ESG Risk)

**Risk Management Measures:** Yes

#### Related Risk Topics

Strategic Risk

- Volatility in the industry in which the company operates
- Behavior or needs of customers / consumers
- Government policy
- Policies or international agreements related to business operations
- Changes in technologies
- Business operations of partners in the supply chain
- Reliance on large customers or few customers
- Damage to company image and reputation
- Competition risk
- Economic risk
- New business risk
- ESG risk
- Pandemic risk
- Climate change and disasters
- Other

Operational Risk



- Shortage or reliance on skilled workers
- Information security and cyber-attack
- Loss or damage from non-compliance of partners or counterparties
- Delays in the development of future projects
- Safety, occupational health, and working environment
- Climate change and disasters
- Impact on the environment
- Impact from population structure
- Impact on human rights
- System disruption risk
- Pandemic risk
- Other

#### Compliance Risk

- Change in laws and regulations
- Laws and regulations is not favorable for doing business
- Violations of laws and regulations
- Corporate Governance
- Legal risk
- Other

#### Financial Risk

- Insufficient sources of funding
- Change in financial and investment policies of financial institutions that affect business operations
- Fluctuation in exchange rates, interest rates, or the inflation rate

- Fluctuation in return on assets or investment
- Liquidity risk
- Income volatility
- Other

## **Risk to Securities Holder (2.2.2)**

### **3.5 Risk of Uncertainty Returns on Investment for Shareholders**

**Risk Management Measures:** Yes

#### **Related Risk Topics**

- Return from investment of securities holder
- Other

# 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.thg.co.th/th/sustainability/corporate-social-responsibility-policy>

### 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.thg.co.th/th/sustainability/corporate-social-responsibility-policy>

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)	0.00	0.00	0.00
Diesel (Litres)	17,219.78	14,315.56	11,313.86
Gasoline (Litres)	3,490.50	2,114.91	8,559.67
Fuel oil (Litres)	0.00	0.00	0.00
Crude oil (Barrels)	0.00	0.00	0.00
Natural gas (Standard cubic feet)	0.00	0.00	0.00
LPG (Kilograms)	10,320.00	12,000.00	16,244.00

Steam (Metric tonnes)	0.00	0.00	0.00
Coal (Metric tonnes)	0.00	0.00	0.00

• **Electricity consumption**

	2021	2022	2023
Total electricity consumption within the organization (Kilowatt-Hours)	18,485,143.00	18,873,461.00	19,761,094.70

**Water management**

• **Water consumption**

	2021	2022	2023
Total water withdrawal (Cubic meters)	322,554.00	344,138.00	379,746.00

**Waste management**

• **Waste from operations**

	2021	2022	2023
Non-hazardous waste (Kilograms)	328,500.00	899,512.66	665,366.17
Hazardous waste (Kilograms)	244,078.00	387,133.00	319,287.21
<b>Total waste generated (Kilograms)</b>	<b>572,578.00</b>	<b>1,286,645.66</b>	<b>984,653.38</b>

**Greenhouse gas management**

• **Greenhouse gas emissions**

	2021	2022	2023
Total GHG emissions target (Metric tonnes of carbon dioxide equivalent)	0.00	0.00	0.00
Scope 1 (Tons of carbon dioxide equivalents)	3,795.00	5,362.00	4,721.00
Scope 2 (Tons of carbon dioxide equivalents)	0.00	0.00	12,619.00

Scope 3 (Tons of carbon dioxide equivalents)	0.00	0.00	0.00
<b>Total GHG emissions (Metric tonnes of carbon dioxide equivalent)</b>	<b>3,795.00</b>	<b>5,362.00</b>	<b>17,340.00</b>

• **Verification of greenhouse gas emissions over the past year**

Third-party verification : Yes

Name of verifying organization : ECEE COMPANY LIMITED

## 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.thg.co.th/storage/ir/downloads/cg-principle/20240105-thg-cg-all-th.pdf>

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)	543	568	578
Number of female employees (Persons)	2,256	2,278	2,320
<b>Total number of employees (Persons)</b>	<b>2,799</b>	<b>2,846</b>	<b>2,898</b>

##### • Employee remuneration

	2021	2022	2023
Employee remuneration (baht)	1,356,751,051.00	1,510,946,831.00	1,372,139,356.00

##### • Employee development and training

	2021	2022	2023
Average employee training hours (Hours / Person / Year)	12.00	24.10	12.00
Employee development and training expenses (baht)	N/A	N/A	5,996,356.00

##### • Health, safety and work environment

	2021	2022	2023
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Total number of lost time injury incidents by employees (Cases)	9	4	3
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• **Employee retention**

	2021	2022	2023
Percentage of employees who voluntarily resigned (%)	14.86	18.80	16.29

• **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.thg.co.th/storage/ir/downloads/cg-principle/20230203-thg-cg-all-th.pdf>

#### 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	13	100.00
Number of male directors	8	61.54
Number of female directors	5	38.46
Number of executive directors	3	23.08
Number of non-executive directors	10	76.92
Number of independent directors	4	30.77

#### 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. Mrs. CHARUVARN VANASIN Gender: Female Age: 78 years old Highest level of education: Bachelor's degree Major: Bachelor of Arts Thai nationality: Yes Residing in Thailand: Yes	Chairman of the board (Non-executive)  Director type: Re-elected as director	27 Aug 2022	Marketing, Brand Management, Corporate Management, Leadership, Accounting, Finance, Human Resource Management, Sustainability, Governance/ Compliance

2.	Mr. TANATIP SUPPRADIT Gender: Male Age: 57 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Vice Chairman (Executive)  Director type: Original director	15 Jun 2015	Health Care Services, Marketing, Negotiation, Corporate Management, Leadership, Strategic Management, Risk Management, Economics, Banking, Information & Communication Technology, Governance/ Compliance
3.	Mr. VIRACHAI SRIKAJON Gender: Male Age: 70 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director)  Director type: Original director	22 Dec 2015	Property Fund & REITs, Strategic Management, Fund Management, Data Management, Risk Management, Audit, Data Analysis, Finance, Internal Control, Engineering, Finance & Securities, Governance/ Compliance, Corporate Management, Human Resource Management
4.	Mr. CHALERMKUL APIBUNYOPAS Gender: Male Age: 68 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Executive)  Director type: Original director	2 May 1993	Information & Communication Technology, Corporate Social Responsibility, Human Resource Management, IT Management, Strategic Management, Risk Management, Governance/ Compliance, Corporate Management, Finance, Law, Sustainability
5.	Ms. NALIN VANASIN Gender: Female Age: 50 years old Highest level of education: Master's degree Major: Economics Thai nationality: Yes Residing in Thailand: Yes	Director (Executive)  Director type: Re-elected as director	1 Jun 2012	Economics, Corporate Management, Finance, Accounting, Banking, Information & Communication Technology, Sustainability, Human Resource Management

6.	<p>Ms. LINDA KRAIVIT</p> <p>Gender: Female</p> <p>Age: 51 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>(Non-executive, Independent director)</p> <p>Director type: Re-elected as director</p>	30 Apr 2015	<p>Law, Risk Management, Audit, Health Care Services, Data Analysis, Internal Control, Governance/ Compliance, Sustainability, Corporate Social Responsibility, Corporate Management</p>
7.	<p>Mr. AASIS UNNANUNTANA</p> <p>Gender: Male</p> <p>Age: 48 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Medicine</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director</p> <p>(Non-executive)</p> <p>Director type: Re-elected as director</p>	30 Apr 2015	<p>Health Care Services</p>
8.	<p>Mr. SITA MEKSAWAN</p> <p>Gender: Male</p> <p>Age: 48 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Applied Psychology : Organization Psychology</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director</p> <p>(Non-executive)</p> <p>Director type: Original director</p>	15 Jun 2015	<p>Human Resource Management, Sustainability, Governance/ Compliance</p>
9.	<p>Mr. KAJORN THANAPASE</p> <p>Gender: Male</p> <p>Age: 48 years old</p> <p>Highest level of education: Doctoral degree</p> <p>Major: Finance</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director</p> <p>(Non-executive)</p> <p>Director type: Original director</p>	15 Jun 2015	<p>Corporate Management, Finance, Economics, Law, Sustainability, Governance/ Compliance, Human Resource Management, Banking</p>

10.	Mr. VIKROM KOOMPIROCHANA Gender: Male Age: 77 years old Highest level of education: Doctoral degree Major: History of International Relations Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director)  Director type: Original director	29 Apr 2016	Sustainability, Governance/ Compliance, Audit, Internal Control, Risk Management
11.	Mrs. KANNIKA NGAMSOPEE Gender: Female Age: 67 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	29 Apr 2016	Risk Management, Budgeting, Audit, Finance, Economics, Finance & Securities, Accounting, Banking, Internal Control, Law, Corporate Management, Information & Communication Technology, Governance/ Compliance, Human Resource Management
12.	Ms. RUKKAGEE KANJANAPITAK Gender: Female Age: 41 years old Highest level of education: Doctoral degree Major: Knowledge Management Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive)  Director type: Original director	25 Oct 2019	Corporate Management, Finance, Accounting
13.	Mr. AURCHAT KANJANAPITAK Gender: Male Age: 79 years old Highest level of education: Doctoral degree Major: Medicine Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive)  Director type: Original director	25 Oct 2019	Health Care Services, Corporate Management, Finance, Economics, Governance/ Compliance, Human Resource Management

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

General information	Position	Tenure	Replacement Director
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1.	Mr. VISIT VAMVANIJ	Director	Date position was	No replacement director
	Gender: Male	(Non-executive,	assumed:	
	Age: 60 years old	Independent director)	26 Apr 2023	
	Highest level of education:		Date directorship	
	Master's degree		ended:	
	Major: Business Administration		1 Jan 2024	
	Thai nationality: Yes			
	Residing in Thailand: Yes			

#### Other Information pertaining to committees

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



## Sub-committees (7.3)

### Information about sub-committees (7.3.2)

#### Audit Committee

##### List of audit committee members

General information	Position	Date position was assumed	Experience and expertise
1. Mrs. KANNIKA NGAMSOPEE [1] Gender: Female Age: 67 years old Highest level of education: Master's degree Major: Accounting Thai nationality: Yes Residing in Thailand: Yes	Chairman of the audit committee (Non-executive, Independent director) Director type: Original director	23 Feb 2018	Risk Management, Budgeting, Audit, Finance, Economics, Finance & Securities, Accounting, Banking, Internal Control, Law, Corporate Management, Information & Communication Technology, Governance/ Compliance, Human Resource Management
2. Mr. VIRACHAI SRIKAJON Gender: Male Age: 70 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director) Director type: Original director	22 Dec 2015	Property Fund & REITs, Strategic Management, Fund Management, Data Management, Risk Management, Audit, Data Analysis, Finance, Internal Control, Engineering, Finance & Securities, Governance/ Compliance, Corporate Management, Human Resource Management
3. Ms. LINDA KRAIVIT Gender: Female Age: 51 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director) Director type: Re-elected as director	23 Feb 2018	Law, Risk Management, Audit, Health Care Services, Data Analysis, Internal Control, Governance/ Compliance, Sustainability, Corporate Social Responsibility, Corporate Management

[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. TANATIP SUPPRADIT Gender: Male Age: 57 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Chairman of the executive committee	15 Jun 2015
2. Mrs. Wareerut Yomjinda Gender: Female Age: 62 years old Highest level of education: Master's degree Major: Public Health Thai nationality: Yes Residing in Thailand: Yes	Vice-chairman of the executive committee	19 Sep 2022
3. Mr. CHALERMKUL APIBUNYOPAS Gender: Male Age: 68 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	9 Dec 2015
4. Ms. NALIN VANASIN Gender: Female Age: 50 years old Highest level of education: Master's degree Major: Economics Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	18 Jan 2018

5.	<p>Mr. Vachiraboon Sastararuji</p> <p>Gender: Male</p> <p>Age: 69 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>Member of the executive committee</p>	<p>26 Mar 2020</p>
6.	<p>Ms. Anchalee Chalvalitjareetham</p> <p>Gender: Female</p> <p>Age: 48 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>Member of the executive committee</p>	<p>1 Sep 2021</p>
7.	<p>Ms. Suwadee Puntpanich</p> <p>Gender: Female</p> <p>Age: 43 years old</p> <p>Highest level of education: Doctoral degree</p> <p>Major: College of Public Health Science</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Member of the executive committee</p>	<p>1 Sep 2021</p>
8.	<p>Mrs. Ravadee Paikoh</p> <p>Gender: Female</p> <p>Age: 67 years old</p> <p>Highest level of education: Bachelor's degree</p> <p>Major: The Royal Thai Army Nursing College</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Member of the executive committee</p>	<p>1 Jan 2024</p>
9.	<p>Ms. RUKKAGEE KANJANAPITAK</p> <p>Gender: Female</p> <p>Age: 41 years old</p> <p>Highest level of education: Doctoral degree</p> <p>Major: Knowledge Management</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Member of the executive committee</p>	<p>1 Jan 2024</p>

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

General information	Position	Tenure	Replacement Director
1. Ms. Thipawon Ruchiroatpipatana Gender: Female Age: 68 years old Highest level of education: Master's degree Major: Science (Human Resources) Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	Date position was assumed: 25 Jan 2018 Date directorship ended: 31 Dec 2023	Mrs. Ravadee Paikoh Date position was assumed: 1 Jan 2024
2. Mr. Siripong Luengvarinkul Gender: Male Age: 63 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	Date position was assumed: 24 Oct 2019 Date directorship ended: 31 Dec 2023	Ms. RUKKAGEE KANJANAPITAK Date position was assumed: 1 Jan 2024

**Other sub-committees**

**Sub-committees information**

Name of sub-committees	List of directors	Position
Corporate Governance Committee	Mr. CHALERMKUL APIBUNYOPAS	Chairman
	Ms. LINDA KRAIVIT	Member
	Mr. SITA MEKSAWAN	Member
Risk Management Committee	Ms. LINDA KRAIVIT	Chairman
	Mrs. KANNIKA NGAMSOPEE	Member
	Mr. VIRACHAI SRIKAJON	Member
	Mr. CHALERMKUL APIBUNYOPAS	Member
Nomination and Remuneration Committee	Mr. VIRACHAI SRIKAJON	Chairman
	Mrs. KANNIKA NGAMSOPEE	Member
	Ms. LINDA KRAIVIT	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	: Corporate Governance 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. TANATIP SUPPRADIT Gender: Male Age: 57 years old Highest level of education: Master's degree Major: Business Administration	CHIEF OF EXECUTIVE OFFICER	1 Sep 2016	Health Care Services, Marketing, Negotiation, Corporate Management, Leadership, Strategic Management, Risk Management, Economics, Banking, Information & Communication Technology, Governance/ Compliance
2. Mr. CHALERMKUL APIBUNYOPAS Gender: Male Age: 68 years old Highest level of education: Master's degree Major: Business Administration	Chief Hospital Group 2	13 Nov 2020	Information & Communication Technology, Corporate Social Responsibility, Human Resource Management, IT Management, Strategic Management, Risk Management, Governance/ Compliance, Corporate Management, Finance, Law, Sustainability
3. Ms. NALIN VANASIN Gender: Female Age: 50 years old Highest level of education: Master's degree Major: Economics	Chief Sustainability Officer	1 Jan 2024	Economics, Corporate Management, Finance, Accounting, Banking, Information & Communication Technology, Sustainability, Human Resource Management
4. Mrs. Ravadee Paikoh Gender: Female Age: 67 years old Highest level of education: Bachelor's degree Major: The Royal Thai Army Nursing College	Acting Chief Operating Officer	1 Jan 2024	

5.	Ms. Anchalee Chalvalitjareetham [1] [2] Gender: Female Age: 48 years old Highest level of education: Master's degree Major: Business Administration	Chief Financial Officer	13 Nov 2020	Banking, Finance & Securities, Accounting, Finance, Data Analysis, Audit, Budgeting
6.	Ms. Suwadee Puntpanich Gender: Female Age: 43 years old Highest level of education: Doctoral degree Major: College of Public Health Science	Chief Public Private Partnership	13 Aug 2021	Marketing, Strategic Management, Corporate Management, Negotiation

[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)	22,663,981.00	24,742,440.00	34,573,056.00

### 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)	: 578
Number of female employees (persons)	: 2,320
<b>Total number of employees (persons)</b>	<b>: 2,898</b>

#### Employee Remuneration

Total employee remuneration	: 1,372,139,356.00
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#### Provident fund

Total number of employees (persons)	: 2,898
Number of employees contributing to the PVD (persons)	: 2,323
Percentage of employees who are members (%)	: 80.16



# 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. Mrs. CHARUVARN VANASIN Gender: Female Age: 78 years old Highest level of education: Bachelor's degree Major: Bachelor of Arts Thai nationality: Yes Residing in Thailand: Yes	Chairman of the board (Non-executive)  Director type: Re-elected as director	Date position was assumed: 27 Aug 2022	Marketing, Brand Management, Corporate Management, Leadership, Accounting, Finance, Human Resource Management, Sustainability, Governance/ Compliance
2. Ms. NALIN VANASIN Gender: Female Age: 50 years old Highest level of education: Master's degree Major: Economics Thai nationality: Yes Residing in Thailand: Yes	Director (Executive)  Director type: Re-elected as director	Date position was assumed: 1 Jun 2012	Economics, Corporate Management, Finance, Accounting, Banking, Information & Communication Technology, Sustainability, Human Resource Management
3. Ms. LINDA KRAIVIT Gender: Female Age: 51 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director)  Director type: Re-elected as director	Date position was assumed: 30 Apr 2015	Law, Risk Management, Audit, Health Care Services, Data Analysis, Internal Control, Governance/ Compliance, Sustainability, Corporate Social Responsibility, Corporate Management

4.	Mr. AASIS UNNANUNTANA	Director	Date position was assumed:	Health Care Services
	Gender: Male	(Non-executive)		
	Age: 48 years old		30 Apr 2015	
	Highest level of education:	Director type: Re-elected		
	Master's degree	as director		
	Major: Medicine			
	Thai nationality: Yes			
	Residing in Thailand: Yes			

#### Development of directors over the past year

List of directors	Position	Participated in director development program
Mrs. CHARUVARN VANASIN	Chairman of the board	Non-participating
Mr. TANATIP SUPPRADIT	Vice Chairman	Non-participating
Mr. VIRACHAI SRIKAJON	Director	Non-participating
Mr. CHALERMKUL APIBUNYOPAS	Director	Non-participating
Ms. NALIN VANASIN	Director	Non-participating
Ms. LINDA KRAIVIT	Director	Non-participating
Mr. AASIS UNNANUNTANA	Director	Participating
Mr. SITA MEKSAWAN	Director	Non-participating
Mr. KAJORN THANAPASE	Director	Non-participating
Mr. VIKROM KOOMPIROCHANA	Director	Participating
Mrs. KANNIKA NGAMSOPEE	Director	Non-participating
Ms. RUKKAGEE KANJANAPITAK	Director	Non-participating
Mr. AURCHAT KANJANAPITAK	Director	Non-participating
Mr. VISIT VAMVANIJ	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) : 13

Date of AGM meeting : 26 Apr 2023

EGM meeting : No

List of directors	Termination date	Number of Board Meeting	AGM meetings	EGM meetings
1. Mrs. CHARUVARN VANASIN (Chairman of the board)	-	13/13	Participating	Did not hold the meeting
2. Mr. TANATIP SUPPRADIT (Vice Chairman)	-	13/13	Participating	Did not hold the meeting
3. Mr. VIRACHAI SRIKAJON (Director)	-	13/13	Participating	Did not hold the meeting
4. Mr. CHALERMKUL APIBUNYOPAS (Director)	-	13/13	Participating	Did not hold the meeting
5. Ms. NALIN VANASIN (Director)	-	13/13	Participating	Did not hold the meeting
6. Ms. LINDA KRAIVIT (Director)	-	13/13	Participating	Did not hold the meeting
7. Mr. AASIS UNNANUNTANA (Director)	-	13/13	Participating	Did not hold the meeting
8. Mr. SITA MEKSAWAN (Director)	-	13/13	Participating	Did not hold the meeting
9. Mr. KAJORN THANAPASE (Director)	-	13/13	Participating	Did not hold the meeting

10.	Mr. VIKROM KOOMPIROCHANA (Director)	-	13/13	Participating	Did not hold the meeting
11.	Mrs. KANNIKA NGAMSOPEE (Director)	-	13/13	Participating	Did not hold the meeting
12.	Ms. RUKKAGEE KANJANAPITAK (Director)	-	13/13	Participating	Did not hold the meeting
13.	Mr. AURCHAT KANJANAPITAK (Director)	-	11/13	Participating	Did not hold the meeting
14.	Mr. VISIT VAMVANIJ (Director)	1 Jan 2024	9/9	Non-participating	Did not hold the meeting

### Remuneration for company directors

	List of directors	Termination date	Meeting allowance (baht)	Other monetary remuneration (baht)	Other non- monetary
1.	Mrs. CHARUVARN VANASIN (Chairman of the board)	-	225,000.00	584,615.00	Yes
2.	Mr. TANATIP SUPPRADIT (Vice Chairman)	-	225,000.00	887,615.00	Yes
3.	Mr. VIRACHAI SRIKAJON (Director)	-	675,000.00	1,134,615.00	Yes
4.	Mr. CHALERMKUL APIBUNYOPAS (Director)	-	435,000.00	1,145,615.00	Yes
5.	Ms. NALIN VANASIN (Director)	-	300,000.00	554,615.00	Yes
6.	Ms. LINDA KRAIVIT (Director)	-	720,000.00	1,234,615.00	Yes
7.	Mr. AASIS UNNANUNTANA (Director)	-	225,000.00	534,615.00	Yes
8.	Mr. SITA MEKSAWAN (Director)	-	285,000.00	684,615.00	Yes
9.	Mr. KAJORN THANAPASE (Director)	-	225,000.00	534,615.00	Yes
10.	Mr. VIKROM KOOMPIROCHANA (Director)	-	240,000.00	534,615.00	Yes
11.	Mrs. KANNIKA NGAMSOPEE (Director)	-	675,000.00	1,134,615.00	Yes
12.	Ms. RUKKAGEE KANJANAPITAK (Director)	-	225,000.00	534,615.00	Yes
13.	Mr. AURCHAT KANJANAPITAK (Director)	-	195,000.00	534,615.00	Yes
14.	Mr. VISIT VAMVANIJ (Director)	1 Jan 2024	165,000.00	223,014.00	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) : 10

List of directors		Termination date	Number of the audit committee meeting
1.	Mrs. KANNIKA NGAMSOPEE (Chairman of the audit committee)	-	10/10
2.	Mr. VIRACHAI SRIKAJON (Audit committee)	-	10/10
3.	Ms. LINDA KRAIVIT (Audit committee)	-	10/10