



# **Annual Registration Statement / Annual Report**

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

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

**THONBURI HEALTHCARE GROUP PUBLIC COMPANY LIMITED**

Fiscal Year End 31 December 2024



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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

	2022	2023	2024
Total revenue from operations (Thousand baht)	11,539,506.00	9,843,552.00	9,479,339.00
Medical Service Business (Thousand baht)	10,769,500.00	9,485,343.00	9,117,575.00
Healthcare Solutions Provider (Thousand baht)	747,358.00	335,558.00	333,579.00
Other (Thousand baht)	22,648.00	22,651.00	28,185.00

	2022	2023	2024
Total revenue from operations (%)	100.00	100.00	100.00
Medical Service Business (%)	93.33	96.36	96.18
Healthcare Solutions Provider (%)	6.48	3.41	3.52
Other (%)	0.20	0.23	0.30

By Geographical Area or Market

	2022	2023	2024
Total revenue from operations (Thousand baht)	11,539,506.00	9,843,552.00	9,479,339.00
Domestic (Thousand baht)	11,539,506.00	9,843,552.00	9,479,339.00
International (Thousand baht)	0.00	0.00	0.00

	2022	2023	2024
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**

	2022	2023	2024
Total other income (Thousand baht)	444,395.00	143,727.00	132,622.00
Other income from operations (Thousand baht)	72,735.00	67,767.00	83,283.00
Other income not from operations (Thousand baht)	371,660.00	75,960.00	49,339.00

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

	2022	2023	2024
Share of profit (Thousand baht)	150,964.00	213,522.00	175,806.00

**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)	2022	2023	2024
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>  
(if applicable)

### 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/storage/ir/downloads/cg-principle/thg-environmental-policy-th.pdf>  
(if applicable)

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

	2022	2023	2024
Jet fuel (Litres)	0.00	0.00	N/A
Diesel (Litres)	14,315.56	11,313.86	102,516.46
Gasoline (Litres)	2,114.91	8,559.67	27,718.39
Fuel oil (Litres)	0.00	0.00	N/A
Crude oil (Barrels)	0.00	0.00	N/A
Natural gas (Standard cubic feet)	0.00	0.00	N/A
LPG (Kilograms)	12,000.00	16,244.00	57,084.00

Steam (Metric tonnes)	0.00	0.00	N/A
Coal (Metric tonnes)	0.00	0.00	N/A

• Electricity consumption

	2022	2023	2024
Total electricity consumption within the organization (Kilowatt-Hours)	18,873,461.00	19,761,094.70	39,681,104.00

Water management

• Water consumption

	2022	2023	2024
Total water withdrawal (Cubic meters)	344,138.00	379,746.00	572,554.00

Waste management

• Waste from operations

	2022	2023	2024
Non-hazardous waste (Kilograms)	899,512.66	665,366.17	1,167,603.95
Hazardous waste (Kilograms)	387,133.00	319,287.21	373,334.62
<b>Total waste generated (Kilograms)</b>	<b>1,286,645.66</b>	<b>984,653.38</b>	<b>1,540,938.57</b>

Greenhouse gas management

• Greenhouse gas emissions

	2022	2023	2024
Scope 1 (Tons of carbon dioxide equivalents)	727.00	1,234.00	2,255.00
Scope 2 (Tons of carbon dioxide equivalents)	2,151.00	14,519.00	18,952.00
Scope 3 (Tons of carbon dioxide equivalents)	1,650.00	5,896.00	6,385.00

<b>Total GHG emissions (Metric tonnes of carbon dioxide equivalent)</b>	<b>4,528.00</b>	<b>21,649.00</b>	<b>27,592.00</b>
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• **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/thg-social-policy-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

	2022	2023	2024
Number of male employees (Persons)	568	578	953
Number of female employees (Persons)	2,278	2,320	4,156
<b>Total number of employees (Persons)</b>	<b>2,846</b>	<b>2,898</b>	<b>5,109</b>

##### • Employee remuneration

	2022	2023	2024
Employee remuneration (baht)	1,510,946,831.00	1,372,139,356.00	2,699,294,015.00

##### • Employee development and training

	2022	2023	2024
Average employee training hours (Hours / Person / Year)	24.10	12.00	31.53
Employee development and training expenses (baht)	N/A	5,996,356.00	11,878,111.00

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

	2022	2023	2024
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Total number of lost time injury incidents by employees (Cases)	4	3	3
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• **Employee retention**

	2022	2023	2024
Percentage of employees who voluntarily resigned (%)	18.80	16.29	13.31

• **Significant labor dispute**

	2022	2023	2024
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	14	100.00
Number of male directors	10	71.43
Number of female directors	4	28.57
Number of executive directors	2	14.29
Number of non-executive directors	12	85.71
Number of independent directors	4	28.57

#### 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. AURCHAT KANJANAPITAK Gender: Male Age: 80 years old Highest level of education: Doctoral degree Major: Medicine Thai nationality: Yes Residing in Thailand: Yes	Chairman of the board (Non-executive)  Director type: Original director	25 Oct 2019	Health Care Services, Corporate Management, Finance, Governance/ Compliance, Human Resource Management

2.	Mr. TANATIP SUPPRADIT Gender: Male Age: 58 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	7 Sep 2015	Health Care Services, Marketing, Strategic Management, Risk Management, Governance/ Compliance
3.	Mr. VIRACHAI SRIKAJON Gender: Male Age: 71 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	1 Apr 1993	Risk Management, Internal Control, Engineering, Finance & Securities, Governance/ Compliance
4.	Mr. CHALERMKUL APIBUNYOPAS Gender: Male Age: 69 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	Strategic Management, Risk Management, Governance/ Compliance, Law, Sustainability
5.	Ms. NALIN VANASIN Gender: Female Age: 51 years old Highest level of education: Master's degree Major: Economics Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive)  Director type: Re-elected as director	1 Jun 2012	Economics, Corporate Management, Finance, Accounting, Sustainability

6.	<p>Mr. AASIS UNNANUNTANA</p> <p>Gender: Male</p> <p>Age: 49 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 (Non-executive)</p> <p>Director type: Original director</p>	30 Apr 2015	Health Care Services
7.	<p>Mr. KAJORN THANAPASE</p> <p>Gender: Male</p> <p>Age: 49 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 (Non-executive)</p> <p>Director type: Re-elected as director</p>	7 Sep 2015	Finance, Economics, Law, Governance/ Compliance, Banking
8.	<p>Mr. SITA MEKSAWAN</p> <p>Gender: Male</p> <p>Age: 49 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 (Non-executive)</p> <p>Director type: Re-elected as director</p>	7 Sep 2015	Human Resource Management, Sustainability, Governance/ Compliance
9.	<p>Mrs. KANNIKA NGAMSOPEE</p> <p>Gender: Female</p> <p>Age: 68 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>Director (Non-executive, Independent director)</p> <p>Director type: Original director</p>	29 Apr 2016	Risk Management, Audit, Internal Control, Law, Governance/ Compliance

10.	Mr. VIKROM KOOMPIROCHANA Gender: Male Age: 78 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: Re-elected as director	29 Apr 2016	Sustainability, Governance/ Compliance, Audit, Internal Control, Risk Management
11.	Ms. RUKKAGEE KANJANAPITAK Gender: Female Age: 42 years old Highest level of education: Doctoral degree Major: Knowledge Management Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive)  Director type: Re-elected as director	25 Oct 2019	Corporate Management, Finance, Accounting, Human Resource Management, Risk Management
12.	Mr. PAIBOON EKSAENGSR Gender: Male Age: 71 years old Highest level of education: Master's degree Major: Medicine Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive)  Director type: Original director	17 Jun 2024	Health Care Services, Corporate Management, Strategic Management, Business Administration
13.	Mrs. CHARUVARN VANASIN Gender: Female Age: 79 years old Highest level of education: Bachelor's degree Major: Bachelor of Arts Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive)  Director type: Original director	25 Sep 2024	Accounting, Finance, Human Resource Management, Sustainability, Governance/ Compliance

14.	Mr. Sam Tanskul	Director	20 Feb 2025	Economics, Banking, Finance, IT Management
	Gender: Male	(Non-executive,		
	Age: 44 years old	Independent director)		
	Highest level of education:			
	Master's degree	Director type: Newly		
	Major: Finance	appointed director to		
	Thai nationality: Yes	replace ex-director		
	Residing in Thailand: Yes			

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

General information		Position	Tenure	Replacement Director
1.	Mr. VISIT VAMVANIJ	Director	Date position was	No replacement director
	Gender: Male	(Non-executive,	assumed:	
	Age: 61 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			
2.	Ms. LINDA KRAIVIT	Director	Date position was	Mr. Sam Tanskul
	Gender: Female	(Non-executive,	assumed:	Date position was assumed:
	Age: 52 years old	Independent director)	30 Apr 2015	20 Feb 2025
	Highest level of education:		Date directorship	
	Master's degree		ended:	
	Major: Business Administration		31 Jan 2025	
	Thai nationality: Yes			
	Residing in Thailand: Yes			
3.	Mr. Pitchaya Somburanasin	Director	Date position was	Mr. PAIBOON EKSAENGSR
	Gender: Male	(Non-executive,	assumed:	Date position was assumed:
	Age: 51 years old	Independent director)	24 Apr 2024	17 Jun 2024
	Highest level of education:		Date directorship	
	Bachelor's degree		ended:	
	Major: Medicine		14 Jun 2024	
	Thai nationality: Yes			
	Residing in Thailand: Yes			



4.	Mr. Kumchai Jongjakraphan	Director	Date position was	No replacement director
	Gender: Male	(Non-executive,	assumed:	
	Age: 63 years old	Independent director)	18 Apr 2024	
	Highest level of education:		Date directorship	
	Doctoral degree		ended:	
	Major: Law		17 Dec 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 : 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. Mrs. KANNIKA NGAMSOPEE [1] Gender: Female Age: 68 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, Audit, Internal Control, Law, Governance/ Compliance
2. Mr. VIRACHAI SRIKAJON Gender: Male Age: 71 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	1 Apr 1993	Risk Management, Internal Control, Engineering, Finance & Securities, Governance/ Compliance
3. Mr. Sam Tanskul Gender: Male Age: 44 years old Highest level of education: Master's degree Major: Finance Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director)  Director type: Newly appointed director to replace ex-director	20 Feb 2025	Economics, Banking, Finance, IT 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: 58 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Vice-chairman of the executive committee	15 Jun 2015
2. Mr. CHALERMKUL APIBUNYOPAS Gender: Male Age: 69 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
3. Mr. Vachiraboon Sastararuji Gender: Male Age: 70 years old Highest level of education: Bachelor's degree Major: Medicine Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	26 Mar 2020
4. Mrs. Ravadee Paikoh Gender: Female Age: 68 years old Highest level of education: Bachelor's degree Major: The Royal Thai Army Nursing College Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	1 Jan 2024

5.	Ms. RUKKAGEE KANJANAPITAK Gender: Female Age: 42 years old Highest level of education: Doctoral degree Major: Knowledge Management Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	1 Jan 2024
6.	Mr. Natharak Saenchum Gender: Male Age: 48 years old Highest level of education: Master's degree Major: Finance Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	2 Sep 2024
7.	Mr. Pumipat Chatnoraset Gender: Male Age: 39 years old Highest level of education: Master's degree Major: Management Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	12 Dec 2024
8.	Mr. VISIT VAMVANIJ Gender: Male Age: 61 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 2024
9.	Mr. PAIBOON EKSAENGSR Gender: Male Age: 71 years old Highest level of education: Master's degree Major: Medicine Thai nationality: Yes Residing in Thailand: Yes	Chairman of the executive committee	1 Nov 2024

#### Other sub-committees

## Sub-committees information

Name of sub-committees	List of directors	Position
Corporate Governance Committee	Mr. CHALERMKUL APIBUNYOPAS	Chairman
	Mr. SITA MEKSAWAN	Member
	Ms. NALIN VANASIN	Member
Risk Management Committee	Mrs. KANNIKA NGAMSOPEE	Member
	Mr. CHALERMKUL APIBUNYOPAS	Member
	Ms. RUKKAGEE KANJANAPITAK	Member
	Mr. PAIBOON EKSAENGSR	Chairman
	Mr. TANATIP SUPPRADIT	Member
Nomination and Remuneration Committee	Mr. VIRACHAI SRIKAJON	Chairman
	Mrs. KANNIKA NGAMSOPEE	Member
	Ms. RUKKAGEE KANJANAPITAK	Member

## Roles of Sub-committees

Sub-committees responsible for risk management	: None
Sub-committees responsible for nomination	: None
Sub-committees responsible for remuneration	: None
Sub-committees responsible for corporate governance	: None
Sub-committees responsible for corporate sustainability development	: None

## Executives (7.4)

### List and positions of the executive (7.4.1)

#### The four highest-ranking executives

General information	Position	Date position was assumed	Experience and expertise
1. Mr. PAIBOON EKSAENGSR Gender: Male Age: 71 years old Highest level of education: Master's degree Major: Medicine	CHIEF OF EXECUTIVE OFFICER	1 Nov 2024	Health Care Services, Corporate Management, Strategic Management, Business Administration
2. Mr. TANATIP SUPPRADIT Gender: Male Age: 58 years old Highest level of education: Master's degree Major: Business Administration	Deputy Group Chief Executive Officer And Chief Hospital Group 1	1 Nov 2024	Health Care Services, Marketing, Strategic Management, Risk Management, Governance/ Compliance
3. Mr. VISIT VAMVANIJ Gender: Male Age: 61 years old Highest level of education: Master's degree Major: Business Administration	Chief Executive Officer Thonburi Hospital	1 Nov 2024	Health Care Services, Business Administration, Governance/ Compliance
4. Mr. CHALERMKUL APIBUNYOPAS Gender: Male Age: 69 years old Highest level of education: Master's degree Major: Business Administration	Chief Executive Office Thonburi Thawiwatthana Hospital and Chief Hospital Group 2	1 Nov 2024	Strategic Management, Risk Management, Governance/ Compliance, Law, Sustainability
5. Mrs. Ravadee Paikoh Gender: Female Age: 68 years old Highest level of education: Bachelor's degree Major: The Royal Thai Army Nursing College	Chief Operating Office	1 Nov 2024	Health Care Services, Human Resource Management, Corporate Management, Project Management

6.	Mr. Pumipat Chatnoraset [1] Gender: Male Age: 39 years old Highest level of education: Master's degree Major: Management	CFO	12 Dec 2024	Economics, Banking, Finance & Securities, Finance
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[1] Highest responsibility in accounting and finance

[2] Directly responsible for financial account supervision

## Remuneration policy for executives (7.4.2 – 7.4.3)

### 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) : 953

Number of female employees (persons) : 4,156

**Total number of employees (persons) : 5,109**

#### Employee Remuneration

Total employee remuneration : 2,699,294,015.00

#### Provident fund

Total number of employees (persons) : 5,109

Number of employees contributing to the PVD (persons) : 3,292

Percentage of employees who are members (%) : 74.78

# 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. Ms. NALIN VANASIN Gender: Female Age: 51 years old Highest level of education: Master's degree Major: Economics Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive)  Director type: Re-elected as director	Date position was assumed: 1 Jun 2012	Economics, Corporate Management, Finance, Accounting, Sustainability
2. Mr. KAJORN THANAPASE Gender: Male Age: 49 years old Highest level of education: Doctoral degree Major: Finance Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive)  Director type: Re-elected as director	Date position was assumed: 7 Sep 2015	Finance, Economics, Law, Governance/ Compliance, Banking
3. Mr. SITA MEKSAWAN Gender: Male Age: 49 years old Highest level of education: Master's degree Major: Applied Psychology : Organization Psychology Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive)  Director type: Re-elected as director	Date position was assumed: 7 Sep 2015	Human Resource Management, Sustainability, Governance/ Compliance

4.	Mr. VIKROM KOOMPIROCHANA Gender: Male Age: 78 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: Re-elected as director	Date position was assumed: 29 Apr 2016	Sustainability, Governance/ Compliance, Audit, Internal Control, Risk Management
5.	Ms. RUKKAGEE KANJANAPITAK Gender: Female Age: 42 years old Highest level of education: Doctoral degree Major: Knowledge Management Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive)  Director type: Re-elected as director	Date position was assumed: 25 Oct 2019	Corporate Management, Finance, Accounting, Human Resource Management, Risk Management

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

General information	Position	Date position was assumed	Experience and expertise
1. Mr. Sam Tanskul Gender: Male Age: 44 years old Highest level of education: Master's degree Major: Finance 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: 20 Feb 2025	Economics, Banking, Finance, IT Management

Development of directors over the past year

List of directors	Position	Participated in director development program
Mr. AURCHAT KANJANAPITAK	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
Mr. AASIS UNNANUNTANA	Director	Non-participating
Mr. KAJORN THANAPASE	Director	Non-participating
Mr. SITA MEKSAWAN	Director	Non-participating
Mrs. KANNIKA NGAMSOPEE	Director	Non-participating
Mr. VIKROM KOOMPIROCHANA	Director	Non-participating
Ms. RUKKAGEE KANJANAPITAK	Director	Non-participating
Mr. PAIBOON EKSAENGSR	Director	Non-participating
Mrs. CHARUVARN VANASIN	Director	Non-participating
Mr. Sam Tanskul	Director	Non-participating
Mr. VISIT VAMVANIJ	Director	Non-participating
Ms. LINDA KRAIVIT	Director	Non-participating
Mr. Pitchaya Somburanasin	Director	Non-participating
Mr. Kumchai Jongjakraphan	Director	Non-participating

## Meeting attendance and remuneration to each Board member (8.1.2)

### Meeting attendance of the board of directors

Number of board meetings (times) : 27

Date of AGM meeting : 24 Apr 2024

EGM meeting : Yes

List of directors	Termination date	Number of Board Meeting	AGM meetings	EGM meetings
1. Mr. AURCHAT KANJANAPITAK (Chairman of the board)	-	21/27	Non-participating	Non-participating
2. Mr. TANATIP SUPPRADIT (Vice Chairman)	-	27/27	Participating	Participating

3.	Mr. VIRACHAI SRIKAJON (Director)	-	26/27	Participating	Participating
4.	Mr. CHALERMKUL APIBUNYOPAS (Director)	-	27/27	Participating	Participating
5.	Ms. NALIN VANASIN (Director)	-	20/27	Participating	Participating
6.	Mr. AASIS UNNANUNTANA (Director)	-	23/27	Participating	Participating
7.	Mr. KAJORN THANAPASE (Director)	-	21/27	Participating	Participating
8.	Mr. SITA MEKSAWAN (Director)	-	27/27	Participating	Participating
9.	Mrs. KANNIKA NGAMSOPEE (Director)	-	27/27	Participating	Participating
10.	Mr. VIKROM KOOMPIROCHANA (Director)	-	26/27	Participating	Participating
11.	Ms. RUKKAGEE KANJANAPITAK (Director)	-	27/27	Participating	Participating
12.	Mr. PAIBOON EKSAENGSR (Director)	-	21/21	Non-participating	Non-participating
13.	Mrs. CHARUVARN VANASIN (Director)	-	22/27	Participating	Participating
14.	Mr. Sam Tanskul (Director)	-	0/0	Non-participating	Non-participating
15.	Mr. VISIT VAMVANIJ (Director)	1 Jan 2024	0/0	Non-participating	Non-participating
16.	Ms. LINDA KRAIVIT (Director)	31 Jan 2025	27/27	Participating	Participating
17.	Mr. Pitchaya Somburanasin (Director)	14 Jun 2024	2/2	Non-participating	Non-participating
18.	Mr. Kumchai Jongjakraphan (Director)	17 Dec 2024	0/0	Participating	Non-participating

## Remuneration for company directors

	List of directors	Termination date	Meeting allowance (baht)	Other monetary remuneration (baht)	Other non- monetary
1.	Mr. AURCHAT KANJANAPITAK (Chairman of the board)	-	315,000.00	384,615.38	No
2.	Mr. TANATIP SUPPRADIT (Vice Chairman)	-	405,000.00	384,615.38	No
3.	Mr. VIRACHAI SRIKAJON (Director)	-	390,000.00	384,615.38	No
4.	Mr. CHALERMKUL APIBUNYOPAS (Director)	-	405,000.00	384,615.38	N/A
5.	Ms. NALIN VANASIN (Director)	-	300,000.00	384,615.38	N/A

6.	Mr. AASIS UNNANUNTANA (Director)	-	345,000.00	384,615.38	N/A
7.	Mr. KAJORN THANAPASE (Director)	-	315,000.00	384,615.38	N/A
8.	Mr. SITA MEKSAWAN (Director)	-	405,000.00	384,615.38	N/A
9.	Mrs. KANNIKA NGAMSOPEE (Director)	-	405,000.00	384,615.38	N/A
10.	Mr. VIKROM KOOMPIROCHANA (Director)	-	390,000.00	384,615.38	N/A
11.	Ms. RUKKAGEE KANJANAPITAK (Director)	-	405,000.00	384,615.38	N/A
12.	Mr. PAIBOON EKSAENGSR (Director)	-	315,000.00	N/A	N/A
13.	Mrs. CHARUVARN VANASIN (Director)	-	330,000.00	384,615.38	N/A
14.	Mr. Sam Tanskul (Director)	-	0.00	N/A	N/A
15.	Mr. VISIT VAMVANIJ (Director)	1 Jan 2024	0.00	N/A	N/A
16.	Ms. LINDA KRAIVIT (Director)	31 Jan 2025	405,000.00	384,615.38	N/A
17.	Mr. Pitchaya Somburanasin (Director)	14 Jun 2024	30,000.00	N/A	N/A
18.	Mr. Kumchai Jongjakraphan (Director)	17 Dec 2024	22,500.00	N/A	N/A

## 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.	Mr. Sam Tanskul (Audit committee)	-	0/0

