



# **Annual Registration Statement / Annual Report**

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

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

**The Klinique Medical Clinic Public Company Limited**

**Fiscal Year End 31 December 2025**



## Table of Contents

	Page
<b>Business Operations and Performance</b>	
Group Structure and Operations	1
Risk Management	4
Sustainable Development	7
<b>Corporate Governance</b>	
Corporate Governance Policy	10
Corporate Governance Structure and Significant Information Regarding the Board of Directors, Subcommittees, Management, Employee and Other Information	11
Performance Report on Corporate Governance	19

# Group Structure and Operations

## Group Structure and Operations

### Business Overview and Policies (1.1)

#### Company Information (1.1.5)

Company Name : The Klinique Medical Clinic Public Company Limited

Symbol : KLINIQ

Address : NO.9 G Tower Grand Rama 9, 12th Floor, North Wing, Rama 9 Road,  
Huai Khwang, Huai Khwang

Province : Bangkok

Postcode : 10310

Business : Aesthetics, Plastic Surgery, and Wellness Center

Registration Number : 0107560000079

Telephone : 0-2308-2034

Fax (if applicable) : -

Website : <https://www.theklinique.com>

Email : [investor@theklinique.com](mailto:investor@theklinique.com)

#### Total Shares Sold (shares)

Common Stock : 220,000,000

Preferred Stock : 0

Business Operations (1.2)

Revenue Structure (1.2.1)

By Product Line or Business Grouping

	2023	2024	2025
Total revenue from operations (Thousand baht)	2,318,345.00	3,008,948.00	3,580,028.00
Revenue from sale and rendering of medical services (Thousand baht)	2,284,979.00	2,983,157.00	3,556,413.00
Other (Thousand baht)	33,366.00	25,791.00	23,615.00

	2023	2024	2025
Total revenue from operations (%)	100.00	100.00	100.00
Revenue from sale and rendering of medical services (%)	98.56	99.14	99.34
Other (%)	1.44	0.86	0.66

By Geographical Area or Market

	2023	2024	2025
Total revenue from operations (Thousand baht)	2,318,345.00	3,008,948.00	3,580,028.00
Domestic (Thousand baht)	2,318,345.00	3,008,948.00	3,580,028.00
International (Thousand baht)	0.00	0.00	0.00

	2023	2024	2025
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**

	2023	2024	2025
Total other income (Thousand baht)	33,366.00	25,791.00	23,615.00
Other income from operations (Thousand baht)	0.00	0.00	0.00
Other income not from operations (Thousand baht)	33,366.00	25,791.00	23,615.00

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

	2023	2024	2025
Share of profit (Thousand baht)	0.00	0.00	0.00

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

Research and Development (R&D) Policy : No

(Unit : Thousand baht)	2023	2024	2025
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 of Fierce Competition in the Aesthetics Business**

**Risk Management Measures:** Yes

#### **Related Risk Topics**

Strategic Risk

- Volatility in the industry in which the company operates

### **Risks from Changing Consumer Behaviors**

**Risk Management Measures:** Yes

#### **Related Risk Topics**

Strategic Risk

- Behavior or needs of customers / consumers

### **Risks from Changes in Treatment Technology**

**Risk Management Measures:** Yes

#### **Related Risk Topics**

Strategic Risk

- Changes in technologies

### **Risks from Patient Care, Including Symptoms or Complications from Surgery or Procedures**

**Risk Management Measures:** Yes

#### **Related Risk Topics**

Strategic Risk

- Other



### **Risks of Medical Malpractice Claims**

**Risk Management Measures:** Yes

#### **Related Risk Topics**

Operational Risk

- Human error in business operations

### **Risks of Dependence on Medical Personnel**

**Risk Management Measures:** Yes

#### **Related Risk Topics**

Operational Risk

- Reliance on employees in key positions

### **Risks of Mainly Depending on Department Stores for Business**

**Risk Management Measures:** Yes

#### **Related Risk Topics**

Strategic Risk

- Government policy
- Reliance on large partners / distributors or few partners / distributors

### **Risks Associated with Branch Lease Renewal**

**Risk Management Measures:** Yes

#### **Related Risk Topics**

Strategic Risk

- Reliance on large partners / distributors or few partners / distributors

Operational Risk

- Property lease agreement execution

## **Risks from Compliance with Announcements, Regulations and Laws**

**Risk Management Measures:** Yes

### **Related Risk Topics**

Compliance Risk

- Laws and regulations is not favorable for doing business

# Sustainable Development

# Sustainable Development

## Sustainability Management Policy and Targets (3.1)

### Sustainability Management Policy and Targets

Corporate Sustainability Policy : Yes

## Environmental Aspect (3.3)

### Policy and Guideline on Environmental Aspect (3.3.1)

Environmental Policy and Practice : Yes

Company environmental guideline : Water Management, Waste Management, Biodiversity Management, Greenhouse Gas and Climate Change Management

### Results with Respect to the Environmental Aspect (3.3.2)

#### Energy management

• Electricity consumption

	2023	2024	2025
Total electricity consumption within the organization (Kilowatt-Hours)	0.00	0.00	0.00

#### Water management

• Water consumption

	2023	2024	2025
Total water withdrawal (Cubic meters)	0.00	N/A	N/A

#### Waste management

• Waste from operations

	2023	2024	2025
Total waste generated (Kilograms)	0.00	N/A	N/A

Greenhouse gas management

• Greenhouse gas emissions

	2023	2024	2025
Scope 1 (Tons of carbon dioxide equivalents)	N/A	N/A	N/A
Scope 2 (Tons of carbon dioxide equivalents)	N/A	N/A	N/A
Scope 3 (Tons of carbon dioxide equivalents)	N/A	N/A	N/A
Total GHG emissions (Metric tonnes of carbon dioxide equivalent)	0.00	N/A	N/A

• Verification of greenhouse gas emissions over the past year

Third-party verification : No

## Social Aspect (3.4)

### Policy and Guideline on Social Aspect (3.4.1)

Human Rights Policy and Practice : Yes

Company human right guideline : Employee Rights, Non-discrimination

### Results with Respect to the Social Aspect (3.4.2)

#### Information about employees

##### • Total number of employees

	2023	2024	2025
Number of male employees (Persons)	175	264	310
Number of female employees (Persons)	877	1,200	1,323
<b>Total number of employees (Persons)</b>	<b>1,052</b>	<b>1,464</b>	<b>1,633</b>

##### • Employee remuneration

	2023	2024	2025
Employee remuneration (baht)	634,128,848.05	1,203,758,230.87	1,386,865,578.00

##### • Employee development and training

	2023	2024	2025
Average employee training hours (Hours / Person / Year)	10.00	10.00	10.00

##### • Significant labor dispute

	2023	2024	2025
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

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

##### Policy and guideline related to the board of directors

Company policy and guideline : Nomination of Directors, Compensation, Board Performance  
Evaluation

## 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	6	100.00
Number of male directors	6	100.00
Number of female directors	0	0.00
Number of executive directors	3	50.00
Number of non-executive directors	3	50.00
Number of independent directors	3	50.00

#### 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. BAVORN RAT VANADURONGWAN Gender: Male Age: 49 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Chairman of the board (Non-executive, Independent director)  Director type: Original director	16 May 2023	Business Administration, Health Care Services, Corporate Social Responsibility, Project Management, Leadership

2.	Mr. APIRUJ THONGWATTANA Gender: Male Age: 42 years old Highest level of education: Master's degree Major: Medicine Thai nationality: Yes Residing in Thailand: Yes	Director (Executive)  Director type: Original director	29 Jun 2016	Health Care Services, Marketing, Brand Management, Leadership, Strategic Management
3.	Mr. VIBOON POJANALAI Gender: Male Age: 49 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: Re-elected as director	19 Jan 2021	Finance, Risk Management, Audit, Internal Control, Budgeting
4.	Mr. RATTAPOL KITTICHAITRAKUL Gender: Male Age: 42 years old Highest level of education: Bachelor's degree Major: Animal Sciences Thai nationality: Yes Residing in Thailand: Yes	Director (Executive)  Director type: Original director	14 Nov 2022	Health Care Services, Brand Management, Negotiation, Corporate Management, Leadership
5.	Mr. WEERASAK SINSAPPHAIBOON Gender: Male Age: 44 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Executive)  Director type: Re-elected as director	15 Nov 2022	Economics, Strategic Management, Risk Management, Leadership, Data Analysis

6.	Mr. CHATCHAI THNARUDEE	Director	1 Mar 2023	Business Administration, Insurance, Engineering, Strategic Management, Risk Management
	Gender: Male	(Non-executive, Independent director)		
	Age: 50 years old			
	Highest level of education:			
	Doctoral degree	Director type: Original		
	Major: Strategy and Strategic Management	director		
	Thai nationality: Yes			
	Residing in Thailand: Yes			

#### Other Information pertaining to committees

The Chairman is an independent director : Yes

The Chairman and the manager are the same person : No

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

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

## Sub-committees (7.3)

### Information about sub-committees (7.3.2)

#### Audit Committee

##### List of audit committee members

General information	Position	Date position was assumed	Experience and expertise
1. Mr. VIBOON POJANALAI [1] Gender: Male Age: 49 years old Highest level of education: Master's degree Major: Finance Thai nationality: Yes Residing in Thailand: Yes	Chairman of the audit committee (Non-executive, Independent director) Director type: Additional and newly-appointed directors	16 May 2023	Finance, Risk Management, Audit, Internal Control, Budgeting
2. Mr. CHATCHAI THNARUDEE [1] Gender: Male Age: 50 years old Highest level of education: Doctoral degree Major: Strategy and Strategic Management Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director) Director type: Newly appointed director to replace ex-director	1 Mar 2023	Business Administration, Insurance, Engineering, Strategic Management, Risk Management
3. Mr. BAVORN RAT VANADURONGWAN Gender: Male Age: 49 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: Newly appointed director to replace ex-director	16 May 2023	Business Administration, Health Care Services, Corporate Social Responsibility, Project Management, Leadership

[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. APIRUJ THONGWATTANA Gender: Male Age: 42 years old Highest level of education: Master's degree Major: Medicine Thai nationality: Yes Residing in Thailand: Yes	Chairman of the executive committee	29 Jun 2016
2. Mr. RATTAPOL KITTICHAITRAKUL Gender: Male Age: 42 years old Highest level of education: Bachelor's degree Major: Animal Sciences Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	14 Nov 2022
3. Mr. WEERASAK SINSAPPHAIBOON Gender: Male Age: 44 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	15 Nov 2022
4. Mr. Nuttapat Chalisaraphong Gender: Male Age: 43 years old Highest level of education: Bachelor's degree Major: Animal Sciences Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	1 Apr 2022

5.	Mr. Athikom Wongsongcha	Member of the executive committee	24 Apr 2023
	Gender: Male		
	Age: 45 years old		
	Highest level of education: Master's degree		
	Major: Business Administration		
	Thai nationality: Yes		
	Residing in Thailand: Yes		

## Other sub-committees

### Sub-committees information

Name of sub-committees	List of directors	Position
Nomination and Remuneration Committee	Mr. BAVORNRAT VANADURONGWAN	Chairman
	Mr. VIBOON POJANALAI	Member
	Mr. CHATCHAI THNARUDEE	Member
Risk Management Committee	Mr. APIRUJ THONGWATTANA	Chairman
	Mr. RATTAPOL KITTICHAITRAKUL	Member
	Mr. WEERASAK SINSAPPHAIBOON	Member
	Mr. Nuttapat Chalisaraphong	Member
	Mr. Athikom Wongsongcha	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	: 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. Nuttapat Chalisaraphong Gender: Male Age: 43 years old Highest level of education: Bachelor's degree Major: Animal Sciences	CMO	20 Jun 2016	Health Care Services, Marketing, Digital Marketing, Brand Management, Strategic Management
2. Mr. APIRUJ THONGWATTANA Gender: Male Age: 42 years old Highest level of education: Master's degree Major: Medicine	CEO	20 Jun 2016	Health Care Services, Marketing, Brand Management, Leadership, Strategic Management
3. Mr. RATTAPOL KITTICHAITRAKUL Gender: Male Age: 42 years old Highest level of education: Bachelor's degree Major: Animal Sciences	Managing Director	20 Jun 2016	Health Care Services, Brand Management, Negotiation, Corporate Management, Leadership
4. Mr. WEERASAK SINSAPPHAIBOON Gender: Male Age: 44 years old Highest level of education: Master's degree Major: Business Administration	Managing Director	15 May 2022	Economics, Strategic Management, Risk Management, Leadership, Data Analysis
5. Mr. Athikom Wongsongcha [1] Gender: Male Age: 45 years old Highest level of education: Master's degree Major: Business Administration	CFO	17 Apr 2023	Accounting, Finance, IT Management, Data Management, Budgeting

[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

	2023	2024	2025
Total executive remuneration (baht)	26,972,491.39	19,933,904.14	21,524,983.31

## Employees (7.5)

### Information about company employees

#### Employees

Number of male employees (persons) : 310

Number of female employees (persons) : 1,323

**Total number of employees (persons) : 1,633**

#### Employee Remuneration

Total employee remuneration : 1,386,865,578.00

#### Provident fund

Total number of employees (persons) : 1,633

Number of employees contributing to the PVD (persons) : 88

Percentage of employees who are members (%) : 5.39

# 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. VIBOON POJANALAI Gender: Male Age: 49 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: Re-elected as director	Date position was assumed: 19 Jan 2021	Finance, Risk Management, Audit, Internal Control, Budgeting
2. Mr. WEERASAK SINSAPPHAIBOON Gender: Male Age: 44 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Executive)  Director type: Re-elected as director	Date position was assumed: 15 Nov 2022	Economics, Strategic Management, Risk Management, Leadership, Data Analysis

##### Development of directors over the past year

List of directors	Position	Participated in director development program
Mr. BAVORN RAT VANADURONGWAN	Chairman of the board	Participating
Mr. APIRUJ THONGWATTANA	Director	Non-participating
Mr. VIBOON POJANALAI	Director	Participating

Mr. RATTAPOL KITTICHAITRAKUL	Director	Non-participating
Mr. WEERASAK SINSAPPHAIBOON	Director	Non-participating
Mr. CHATCHAI THNARUDEE	Director	Participating

### Directors' performance assessment

Method used to evaluate directors' performance : Whole-board-of-directors assessment

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

#### Meeting attendance of the board of directors

Number of board meetings (times) : 5

Date of AGM meeting : 23 Apr 2025

EGM meeting : No

	List of directors	Termination date	Number of Board Meeting	AGM meetings	EGM meetings
1.	Mr. BAVORN RAT VANADURONGWAN (Chairman of the board)	-	5/5	Participating	Did not hold the meeting
2.	Mr. APIRUJ THONGWATTANA (Director)	-	5/5	Participating	Did not hold the meeting
3.	Mr. VIBOON POJANALAI (Director)	-	5/5	Participating	Did not hold the meeting
4.	Mr. RATTAPOL KITTICHAITRAKUL (Director)	-	5/5	Participating	Did not hold the meeting
5.	Mr. WEERASAK SINSAPPHAIBOON (Director)	-	5/5	Participating	Did not hold the meeting
6.	Mr. CHATCHAI THNARUDEE (Director)	-	5/5	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. BAVORN RAT VANADURONGWAN (Chairman of the board)	-	150,000.00	90,000.00	Yes
2.	Mr. APIRUJ THONGWATTANA (Director)	-	125,000.00	86,390.00	Yes
3.	Mr. VIBOON POJANALAI (Director)	-	125,000.00	157,991.00	Yes
4.	Mr. RATTAPOL KITTICHAITRAKUL (Director)	-	125,000.00	0.00	Yes
5.	Mr. WEERASAK SINSAPPHAIBOON (Director)	-	125,000.00	154,500.00	Yes
6.	Mr. CHATCHAI THNARUDEE (Director)	-	125,000.00	186,400.00	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) : 5

List of directors		Termination date	Number of the audit committee meeting
1.	Mr. VIBOON POJANALAI (Chairman of the audit committee)	-	5/5
2.	Mr. CHATCHAI THNARUDEE (Audit committee)	-	5/5
3.	Mr. BAVORNRAT VANADURONGWAN (Audit committee)	-	5/5