



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 2024



Table of Contents

	Page
Business Operations and Performance	
Group Structure and Operations	1
Risk Management	4
Sustainable Development	8
Corporate Governance	
Corporate Governance Policy	11
Corporate Governance Structure and Significant Information Regarding the Board of Directors, Subcommittees, Management, Employee and Other Information	12
Performance Report on Corporate Governance	20

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. 2922/296-299, Charn Issara Tower II, 27th floor, New
Petchaburi Rd, Khwaeng Bang Kapi, Khet 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

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

	2022	2023	2024
Total revenue from operations (Thousand baht)	1,647,199.00	2,318,345.00	3,008,948.00
Revenue from sale and rendering of medical services (Thousand baht)	1,639,032.00	2,284,979.00	2,983,157.00
Other (Thousand baht)	8,167.00	33,366.00	25,791.00

	2022	2023	2024
Total revenue from operations (%)	100.00	100.00	100.00
Revenue from sale and rendering of medical services (%)	99.50	98.56	99.14
Other (%)	0.50	1.44	0.86

By Geographical Area or Market

	2022	2023	2024
Total revenue from operations (Thousand baht)	1,647,199.00	2,318,345.00	3,008,948.00
Domestic (Thousand baht)	1,647,199.00	2,318,345.00	3,008,948.00
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)	8,167.00	33,366.00	25,791.00
Other income from operations (Thousand baht)	0.00	0.00	0.00
Other income not from operations (Thousand baht)	8,167.00	33,366.00	25,791.00

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

	2022	2023	2024
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)	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)

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

Remark : The beauty industry is highly competitive, engaging in battles not only with private hospitals and established medical facilities but also with new entrants to the beauty market, which are increasingly numerous and fiercely vying for market share to reach their target customer groups. Despite this, the beauty industry continues to experience significant growth as consumers increasingly prioritize skin care and physical appearance, demanding rapid and noticeable improvements. This has led to a surge in popularity for services offered by beauty salons or clinics focused on facial and body care. The company recognizes the risks associated with such competition. To maintain a competitive edge and mitigate potential impacts from these risks, the company adopts a strategy to differentiate itself. This involves building a memorable brand for consumers, offering comprehensive services with the latest innovations from Europe and the USA, enhancing staff capabilities to meet consumer demands, and expanding its branch network. By establishing branches nationwide, the company aims to meet consumer needs more effectively and make its services readily accessible to consumers.

Risks from Changing Consumer Behaviors

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Behavior or needs of customers / consumers

Remark : In today's rapidly evolving landscape, consumer behaviors and demands are becoming increasingly complex and varied. Should the company fail to effectively adapt to these shifting consumer preferences and behaviors, it risks missing out on revenue opportunities from its inability to attract new customers and retain existing ones. Therefore, the company highly prioritizes understanding consumer needs and behaviors. The executive team actively participates in training and seminars on treatment technology research to keep abreast of advancements in various treatment technologies and to innovate the company's treatment technologies accordingly. Furthermore, the company mandates regular assessments of consumer needs annually, employing methods such as market data analysis and conducting market research (Customer Surveys). These efforts are geared toward marketing planning and enhancing existing services to meet consumer needs efficiently and promptly, aligning with the company's business execution goals.

Risks from Changes in Treatment Technology

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Changes in technologies

Remark : The company prioritizes and emphasizes quality, analysis, and the provision of treatment services to patients using efficient and safe medical equipment, certified by the US FDA and the Thai FDA. This certification is deemed the best standard of safety. The company continuously invests in updating its medical tools and equipment. However, based on operational data since 2009, the company has observed that the average lifecycle of technological changes in medical tools and equipment spans approximately 5 to 12 years. The medical tools the company currently employs can still deliver effective treatments. Nonetheless, newer technology in medical equipment often comes at a higher cost, which could potentially affect the investment's value. This includes the financial burden of acquiring new medical equipment and the associated high maintenance costs. To mitigate the impacts from these technological shifts, the company has implemented a series of steps for approving various investments. Policies for medical equipment procurement have been established, including an analysis of the return on investment period for significant medical tools, drawing from data provided by manufacturers and distributors of similar medical devices. An annual medical equipment purchasing budget is prepared, requiring approval from the company's Board of Directors. The company carefully considers the cost of the equipment to be invested in and the expected return on investment period.

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

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Other

Remark : Due to each patient's unique physical condition, some patients may experience varying side effects from treatments. Additionally, certain patients might encounter symptoms or complications arising from surgeries or procedures. Recognizing this risk, the company has implemented corrective measures. In case of emergencies, the company has an emergency response plan that facilitates coordination for assistance from partner hospitals, such as those within the Srivichai Vejvivat Public Company Limited network and the closest available hospital. Furthermore, the company consistently conducts training for doctors both domestically and internationally to continuously enhance their treatment skills. This aims to ensure maximum efficiency in treatment and to minimize the occurrence of side effects and potential complications.

Risks of Medical Malpractice Claims

Risk Management Measures: Yes

Related Risk Topics

Operational Risk

- Human error in business operations

Remark : The company prioritizes and emphasizes delivering quality treatments that meet patient expectations. However, given that each patient has unique expectations and individual treatment outcomes, failure to meet these expectations could expose the company to risks from unmet patient outcomes. Such scenarios could lead to patients expressing dissatisfaction through social media, filing complaints with regulatory agencies, or even initiating legal actions. Consequently, the company faces the risk of being sued due to dissatisfaction with medical treatment results or complications arising from treatments administered by the company's doctors and specialists. This situation could necessitate compensation to plaintiffs, potentially impacting the company's operations and reputation. To mitigate these risks, the company continuously improves service quality and selects experienced and skilled medical staff. Regular quality assessments, particularly regarding treatment outcomes and patient satisfaction, are conducted to ensure operational efficiency and act as a preventive measure against potential lawsuits. Additionally, the company has established a quality control system for its branches, aiming to maintain a uniform standard of medical service, supported by regular training sessions for doctors, who often attend voluntarily to enhance their skills and expertise. Furthermore, the company has appointed a Risk Management Committee tasked with evaluating and monitoring risk management strategies, including implementing preventive measures to reduce risks effectively and systematically. As of December 31, 2024, the company has not faced any significant lawsuits related to its healthcare services that would adversely affect the company.

Risks of Dependence on Medical Personnel

Risk Management Measures: Yes

Related Risk Topics

Operational Risk

- Reliance on employees in key positions

Remark : Currently, the beauty industry in Thailand is experiencing consistent growth, driven by consumers increasingly prioritizing health and beauty. A critical factor in operating a business related to medical services is having knowledgeable and skilled personnel. Consequently, businesses involved in medical services have an increased demand for specialized professionals. The company has strategized to manage doctors effectively to ensure sufficient service provision by arranging a rotational work schedule across branches. However, following the IPO, the company plans to use a portion of the funds raised to expand the business and increase branch numbers, aiming to enhance growth and improve operational outcomes. This strategy poses a risk of a potential shortage of medical personnel. To mitigate this risk, the company has established attractive compensation and benefits for its staff, along with continuous education and training opportunities. It also organizes quality of life enhancement activities, employee engagement projects, and offers various welfare benefits comparable to other businesses, all aimed at retaining company personnel. Additionally, the company has a strategic plan for career advancement. Furthermore, the company is well regarded and recognized in the dermatology, beauty, cosmetic surgery, and rehabilitation sectors. This reputation gives the company confidence in attracting a large number of expert doctors interested in joining the team.

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

Remark : The company adopts a strategy of establishing clinics in well-known, easily accessible locations, primarily within premier department stores or shopping centers nationwide. This approach not only augments the brand's image but also presents a barrier to entry for competitors due to the limited availability of prime retail space. However, this operational model introduces a risk associated with overreliance on department store channels. In the event of new epidemic outbreaks or a resurgence of COVID-19, stricter regulatory measures or mandatory lockdowns could be implemented, leading to temporary closures of these shopping venues and, consequently, a significant impact on consumer service usage. Clinics situated within department stores were notably affected under such circumstances. Nevertheless, once restrictions eased, allowing shopping centers to operate under government-mandated safety protocols, the company was able to resume normal operations and continued to attract a steady flow of customers. Looking ahead, the company might explore expanding its investment to open new, standalone branches outside of department stores, aiming to decrease its dependency on the department store channel.

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

Remark : The company’s primary operation involves offering medical treatments related to dermatology, cosmetic surgery, and health rehabilitation. Currently, the business is expanding in the beauty sector. As of 31 December 2024, the company has a total of 72 branches (excluding the headquarters), divided into 45 branches of the medical clinic under the brand "THE KLINIQUE," and 23 branches of "L.A.B. X.", a branch of "THE KLINIQUE SURGERY CENTER", 2 branches of "KLINIQ WELLNESS SPA", and a branch of "L'CLINIC" with most branches located in leading department stores across Thailand. The lease agreements for most branch locations are short-term, spanning 1-3 years. Consequently, the company faces the risk of not being able to renew these leases or encountering increased rental and service fees. However, historical operations since the company’s inception reveal that landlords have never terminated a lease agreement with the company. Most agreements provide an option for renewal upon expiration and specify clear terms for rental rate adjustments. Moreover, many of the company’s branches are situated within top-tier department stores, bolstering confidence in continuous business operations through lease renewals. The company is considered a high-potential tenant, serving as a flagship store within each department store’s beauty services group and operating multiple locations across various lessors.

Risks from Compliance with Annoucements, Regulations and Laws

Risk Management Measures: Yes

Related Risk Topics

Compliance Risk

- Laws and regulations is not favorable for doing business

Remark : The company conducts its operations within the framework of non-residential medical clinics under the strict supervision of the Ministry of Public Health and other relevant regulatory bodies. This necessitates adherence to a multitude of announcements, regulations, and laws designed to regulate business operations and ensure public safety. Such directives include Medical Council announcements, Ministry of Public Health notifications, Medical Council regulations, Ministerial regulations detailing hospital characteristics and service standards, the Medical Profession Act, the Consumer Protection Act, the Hospital Act, the Food and Drug Act, among others. Furthermore, the company is required to secure operational licenses for medical facilities as mandated by hospital-related legislation. Any alterations in the interpretation of existing regulations or the introduction of new, potentially more stringent regulations could impact the company’s operations. Recognizing the importance of regulatory compliance, the company prioritizes adherence to all relevant announcements, regulations, and laws. It has instituted policies ensuring staff are up to date with governmental information pertinent to medical facility operations through continuous monitoring, inspection, and participation in training and seminars. This commitment ensures the company’s operations remain in strict compliance with all relevant legal and regulatory requirements.

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

	2022	2023	2024
Total electricity consumption within the organization (Kilowatt-Hours)	0.00	0.00	0.00

Water management

• Water consumption

	2022	2023	2024
Total water withdrawal (Cubic meters)	0.00	0.00	N/A

Waste management

• Waste from operations

	2022	2023	2024
Total waste generated (Kilograms)	0.00	0.00	N/A

Greenhouse gas management

• Greenhouse gas emissions

	2022	2023	2024
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	0.00	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

	2022	2023	2024
Number of male employees (Persons)	146	175	226
Number of female employees (Persons)	668	877	1,109
Total number of employees (Persons)	814	1,052	1,335

• Employee remuneration

	2022	2023	2024
Employee remuneration (baht)	487,952,276.00	634,128,848.05	1,203,758,230.87

• Employee development and training

	2022	2023	2024
Average employee training hours (Hours / Person / Year)	10.00	10.00	10.00

• 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

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

**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: 48 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: Newly appointed director to replace ex-director	16 May 2023	Business Administration, Health Care Services, Corporate Social Responsibility, Project Management, Leadership

2.	Mr. APIRUJ THONGWATTANA Gender: Male Age: 41 years old Highest level of education: Master's degree Major: Medicine Thai nationality: Yes Residing in Thailand: Yes	Director (Executive) Director type: Additional and newly-appointed directors	29 Jun 2016	Health Care Services, Marketing, Brand Management, Leadership, Strategic Management
3.	Mr. VIBOON POJANALAI Gender: Male Age: 48 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: Additional and newly-appointed directors	19 Jan 2021	Finance, Risk Management, Audit, Internal Control, Budgeting
4.	Mr. RATTAPOL KITTICHAITRAKUL Gender: Male Age: 41 years old Highest level of education: Bachelor's degree Major: Animal Sciences Thai nationality: Yes Residing in Thailand: Yes	Director (Executive) Director type: Additional and newly-appointed directors	14 Nov 2022	Health Care Services, Brand Management, Negotiation, Corporate Management, Leadership
5.	Mr. WEERASAK SINSAPPHAIBOON Gender: Male Age: 43 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	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: 49 years old			
	Highest level of education:			
	Doctoral degree	Director type: Additional		
	Major: Strategy and Strategic Management	and newly-appointed directors		
	Thai nationality: Yes			
	Residing in Thailand: Yes			

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

General information	Position	Tenure	Replacement Director
1. Mr. SUTHIPONG TANGSAJJAJPOJ	Director	Date position was	No replacement director
Gender: Male	(Non-executive)	assumed:	
Age: 46 years old		30 Nov 2021	
Highest level of education:		Date directorship	
Master's degree		ended:	
Major: Business Administration		19 Jul 2024	
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: 48 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: 49 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: 48 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: 41 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: 41 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: 43 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: 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	1 Apr 2022

5.	Mr. Athikom Wongsongcha	Member of the executive committee	24 Apr 2023
	Gender: Male		
	Age: 44 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. BAVORN RAT 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. APIRUJ THONGWATTANA Gender: Male Age: 41 years old Highest level of education: Master's degree Major: Medicine	CHIEF OF EXECUTIVE OFFICER	29 Jun 2016	Health Care Services, Marketing, Brand Management, Leadership, Strategic Management
2. Mr. RATTAPOL KITTICHAITRAKUL Gender: Male Age: 41 years old Highest level of education: Bachelor's degree Major: Animal Sciences	MANAGING DIRECTOR	19 Jan 2021	Health Care Services, Brand Management, Negotiation, Corporate Management, Leadership
3. Mr. WEERASAK SINSAPPHAIBOON Gender: Male Age: 43 years old Highest level of education: Master's degree Major: Business Administration	MANAGING DIRECTOR	1 Apr 2023	Economics, Strategic Management, Risk Management, Leadership, Data Analysis
4. Mr. Athikom Wongsongcha [1] Gender: Male Age: 44 years old Highest level of education: Master's degree Major: Business Administration	Chief Financial Officer	24 Apr 2023	Accounting, Finance, IT Management, Data Management, Budgeting
5. Mr. Nuttapat Chalisaraphong Gender: Male Age: 42 years old Highest level of education: Bachelor's degree Major: Animal Sciences	Chief Marketing Officer	1 Apr 2016	Health Care Services, Marketing, Digital Marketing, Brand Management, Strategic 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

	2022	2023	2024
Total executive remuneration (baht)	12,345,862.50	26,972,491.39	19,933,904.14

Employees (7.5)

Information about company employees

Employees

Number of male employees (persons) : 226

Number of female employees (persons) : 1,109

Total number of employees (persons) : 1,335

Employee Remuneration

Total employee remuneration : 1,203,758,230.87

Provident fund

Total number of employees (persons) : 1,335

Number of employees contributing to the PVD (persons) : 62

Percentage of employees who are members (%) : 4.64

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 newly appointed director to replace the ex-director

General information	Position	Date position was assumed	Experience and expertise
1. Mr. BAVORN RAT VANADURONGWAN Gender: Male Age: 48 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: Newly appointed director to replace ex-director	Date position was assumed: 16 May 2023	Business Administration, Health Care Services, Corporate Social Responsibility, Project Management, Leadership
2. Mr. WEERASAK SINSAPPHAIBOON Gender: Male Age: 43 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: 15 Nov 2022	Economics, Strategic Management, Risk Management, Leadership, Data Analysis

• List of newly appointed director (not being replaced the ex-director)

General information	Position	Date position was assumed	Experience and expertise
---------------------	----------	---------------------------	--------------------------

1.	Mr. APIRUJ THONGWATTANA Gender: Male Age: 41 years old Highest level of education: Master's degree Major: Medicine Thai nationality: Yes Residing in Thailand: Yes	Director (Executive) Director type: Additional and newly-appointed directors	Date position was assumed: 29 Jun 2016	Health Care Services, Marketing, Brand Management, Leadership, Strategic Management
2.	Mr. VIBOON POJANALAI Gender: Male Age: 48 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: Additional and newly-appointed directors	Date position was assumed: 19 Jan 2021	Finance, Risk Management, Audit, Internal Control, Budgeting
3.	Mr. RATTAPOL KITTICHAITRAKUL Gender: Male Age: 41 years old Highest level of education: Bachelor's degree Major: Animal Sciences Thai nationality: Yes Residing in Thailand: Yes	Director (Executive) Director type: Additional and newly-appointed directors	Date position was assumed: 14 Nov 2022	Health Care Services, Brand Management, Negotiation, Corporate Management, Leadership
4.	Mr. CHATCHAI THNARUDEE Gender: Male Age: 49 years old Highest level of education: Doctoral degree Major: Strategy and Strategic Management Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Additional and newly-appointed directors	Date position was assumed: 1 Mar 2023	Business Administration, Insurance, Engineering, Strategic Management, Risk Management

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	Non-participating
Mr. RATTAPOL KITTICHAITRAKUL	Director	Non-participating
Mr. WEERASAK SINSAPPHAIBOON	Director	Non-participating
Mr. CHATCHAI THNARUDEE	Director	Non-participating
Mr. SUTHIPONG TANGSAJJAPOJ	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) : 4

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)	-	4/4	Participating	Did not hold the meeting
2.	Mr. APIRUJ THONGWATTANA (Director)	-	4/4	Participating	Did not hold the meeting
3.	Mr. VIBOON POJANALAI (Director)	-	4/4	Participating	Did not hold the meeting
4.	Mr. RATTAPOL KITTICHAITRAKUL (Director)	-	4/4	Participating	Did not hold the meeting
5.	Mr. WEERASAK SINSAPPHAIBOON (Director)	-	4/4	Participating	Did not hold the meeting
6.	Mr. CHATCHAI THNARUDEE (Director)	-	4/4	Participating	Did not hold the meeting
7.	Mr. SUTHIPONG TANGSAJJAPOJ (Director)	19 Jul 2024	2/2	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)	-	100,000.00	0.00	Yes
2.	Mr. APIRUJ THONGWATTANA (Director)	-	80,000.00	0.00	Yes
3.	Mr. VIBOON POJANALAI (Director)	-	80,000.00	0.00	Yes
4.	Mr. RATTAPOL KITTICHAITRAKUL (Director)	-	80,000.00	0.00	Yes
5.	Mr. WEERASAK SINSAPPHAIBOON (Director)	-	80,000.00	0.00	Yes
6.	Mr. CHATCHAI THNARUDEE (Director)	-	80,000.00	0.00	Yes
7.	Mr. SUTHIPONG TANGSAJJAJPOJ (Director)	19 Jul 2024	40,000.00	0.00	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.	Mr. VIBOON POJANALAI (Chairman of the audit committee)	-	4/4
2.	Mr. CHATCHAI THNARUDEE (Audit committee)	-	4/4
3.	Mr. BAVORNRAT VANADURONGWAN (Audit committee)	-	4/4