

56-1 ONE REPORT 2022

Master Style Public Company Limited

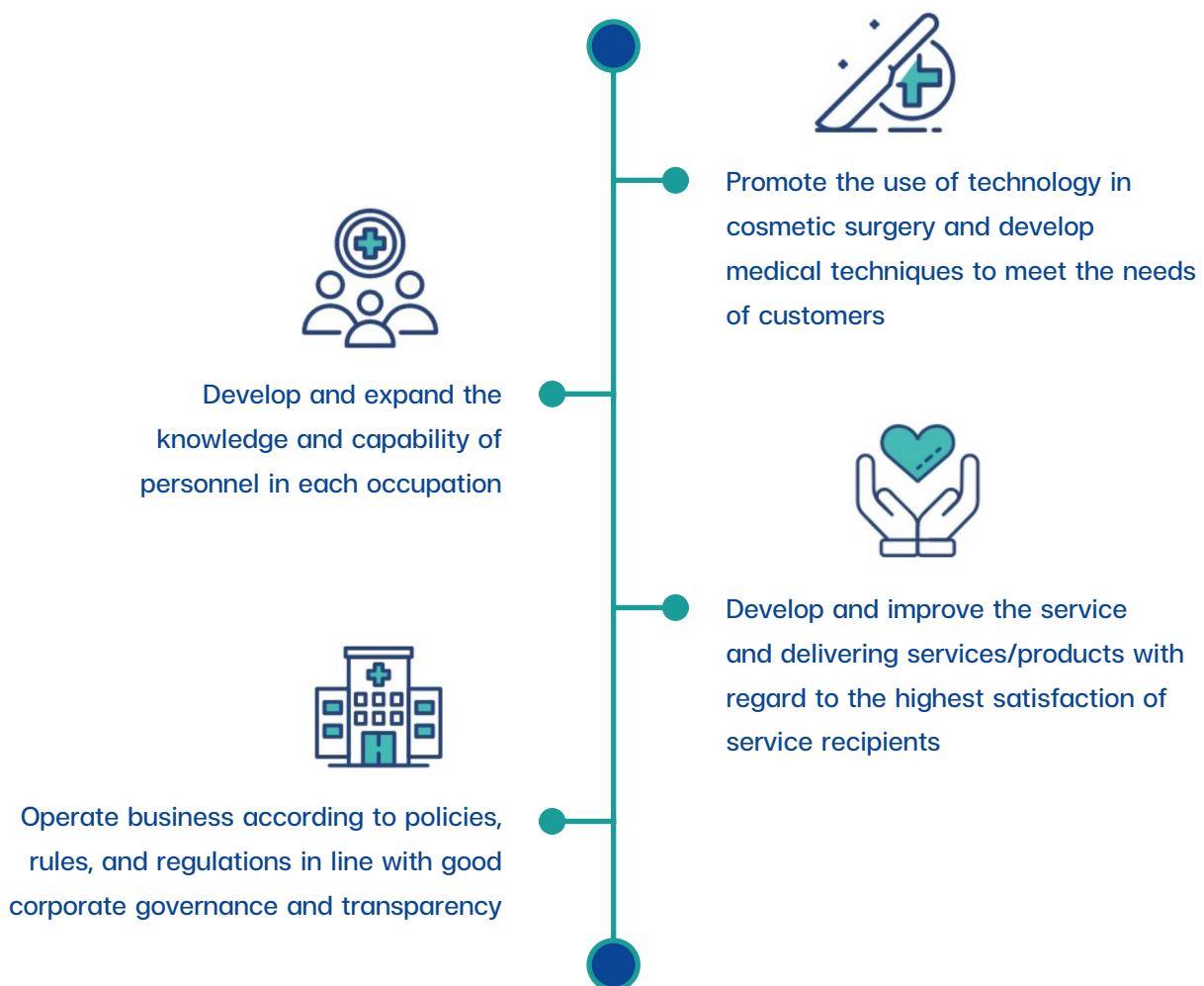


Vision

Masterpiece Hospital aims to be the No.1 comprehensive cosmetic surgery hospital in Thailand with efficient personnel, world-class quality of services, in line with the achieved goals toward an awareness of social responsibility.

Missions

To be a leader in sustainable business with a mission to take care of stakeholders, customers, employees and society as follows:



Masterpiece Philosophy

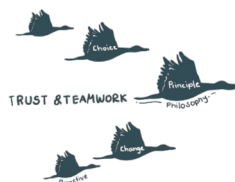


Values : MTP



M : Move Fast

- Adaptable to change quickly and effectively
- Develop to continuous self-improvement
- Respect difference of opinion and make it better



T : Trust & Teamwork

- Communicate with honesty and openness
- Sacrifice and support each other to achieve goals
- Treat others with honesty, equality, and respect



P : Passion for Excellence

- Deliver results beyond expectations
- Be patient, disciplined and punctual
- Keep the promise

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- Details about the head of internal audit. and head of the company's compliance department (Compliance) [Click](#)
- Assets used in business operations and details about the property appraisal list [Click](#)
- Policy and guidelines for corporate governance. and business ethics [Click](#)
- Report of the Audit Committee [Click](#)

Message from the Board of Directors of MASTER



Dr. Jedsada Chokdamrongsuk

Chairman of the Board of Directors

Over the past 2-3 years, in the midst of ever-changing world conditions, Master Style Public Company Limited or Masterpiece Surgery Hospital has faced the challenges which allow us to see the opportunity of journey to the committed goal with a mindset that *'Better to Light a Candle Than to Curse the Darkness'*. Even if it fails sometimes but continuous action with new methods and determination, we could crystallize the idea and help us discover the most appropriate path to success through the Masterpiece Philosophy Framework diagram, or "Masterpiece Philosophy".

From executives to employees, we adapted our working style from the original style with a lot of bulky steps to distribute the work into small groups and manage everyone in the Company to work together with equal value and importance as a 'Professional sport team'. We also change our working style to a Flat Organization in order to reduce the process that results in faster work until extending and adapting to work in other ways, such as changing the work structure of the Marketing Department and creating a model for managing a small clinic in a large hospital, delegating level assignments to empower decision-making, and set an agreement or commitment together to have a meeting every morning by scheduling 15 minutes in the meeting to use the most efficient time. We adhere to a concept that emphasizes the efficient use of work time. It is compatible with the working concept, *'It's not the big fish which eats the small fish, it's the fast fish which eats the slow fish'*. Therefore, we strive to be both big fish and fast fish in order to makes us grow and move forward rapidly.

Dr. Raweewat Maschamadol

Chief Executive Officer



We develop medical personnel, operating staffs, and office staffs by replenishing soft skills that help our personnel have tools to bring out their hidden potential. It is like an energy source that can be created by themselves, forming a learning organizational culture always, ready to accept self-improvement information. Therefore, we are ready to build a medical team, develop techniques for intra-medical surgery by learning from specialist doctors from KCCS and Face Design from the Republic of Korea, where the emphasis is on providing services to customers to achieve full satisfaction, complete range, covering a variety of procedures.

Thing enables our business to generate maximum profit sustainably comes from running a business that responds to customers' needs. Accordingly, all of our choices have always been based on the Win-Win principle.

In this year, we have the potential and readiness from developing ourselves and the organization. Today, we would like to pass on our 'Win' to those involved around us including shareholders, customers, business partners, employees, society as well as all stakeholders since 'Your Win is our Win'.

Dr. Jedsada Chokdamrongsuk
Dr. Raweewat Maschamadol

Part

1

Business
Operations
and Performance



1. The structure and operations of the Company

1.1 Policy and overview of business operations

Master Style Public Company Limited (“the Company,” “Hospital,” or “MASTER”) was registered on July 24, 2013 as a private healthcare operator. It was registered as a specialized hospital with 7 registered beds under the name “Masterpiece Hospital,” providing cosmetic surgery services. Dr. Raweevat Maschamadol was the founder of a medical aesthetic clinic in 2012 under the name “Masterpiece Clinic” at Siam Square. Masterpiece Clinic initially started and formed with 1 doctor, 3 personnel, and a service area of 384 square meters. During the years 2013–2015, the Company enlarged the service area to become the largest cosmetic and surgery clinic in Siam Square with a team of 7 doctors, 190 personnel, and a service area of 768 square meters.

In 2018, the Company moved its business location to Building No. 115/10, Sukhothai Road, Dusit District, Bangkok, and has applied for a license to be a specialized hospital under the name “Masterpiece Hospital” to provide comprehensive surgery services by a team of specialized doctors with extensive experience and widely accepted in the field of surgery such as rhinoplasty, eyebrow lift, chin lift, breast surgery, vaser liposuction and body transformation, eyelid surgery, face lift and reconstruction, hair transplant and care, and skin and laser treatments by modern technology and international standards. As of December 31, 2022, Masterpiece Hospital has 41 doctors, 618 personnel, and a service area of 4,267 square meters.



In 2022, Masterpiece Hospital has entered into agreements with famous surgeon training institutes in Korea, namely the Korean College of Cosmetic Surgery (KCCS) and the Face Design Institute, which are widely accepted and recognized by surgeons in many countries around the world, especially in Thailand, Singapore, Malaysia, and Indonesia, which are interested in Korean technique in plastic surgery. Masterpiece Hospital was interested in performing such surgery techniques and, therefore, made an agreement with both institutions to select 3 medical professors with expertise in facial contouring surgery, eye and nose surgery, and skin care procedures. The 3 medical professors are stationed at Masterpiece Hospital and provide advice and consultation to doctors in order to enhance and develop the cosmetic surgery service of Masterpiece Hospital.

1.1.1 Vision, Objectives, Goals, Competitive Advantages and Operational Strategies

1.1.1.1 Vision, Mission, and Values

Vision

Masterpiece Hospital aims to be the No.1 comprehensive cosmetic surgery hospital in Thailand with efficient personnel, world-class quality of services, in line with the achieved goals toward an awareness of social responsibility.

Missions

To be a leader in sustainable business with a mission to take care of stakeholders, customers, employees and society as follows:

- Promote the use of technology in cosmetic surgery and develop medical techniques to meet the needs of customers
- Develop and expand the knowledge and capability of personnel in each occupation
- Develop and improve the service and delivering services/products with regard to the highest satisfaction of service recipients
- Operate business according to policies, rules, and regulations in line with good corporate governance and transparency

Values : MTP

M : Move Fast

- Adaptable to change quickly and effectively
- Develop to continuous self-improvement
- Respect difference of opinion and make it better

T : Trust & Teamwork

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P : Passion for Excellence

- Deliver results beyond expectations
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- Keep the promise

1.1.1.2 Competitive Advantage

Long-standing reputation

The Company has been operating for more than 9 years, starting with establishing a small beauty clinic and evolving to become a Masterpiece Hospital, which recently has 41 medical specialists who have the ability in various fields of surgery, diagnosis, treatment, and surgery with modern technology results in comprehensive cosmetic surgery services. In addition, the hospital has a license to operate a hospital business and establishment license as specified in health facility and hospital laws. The hospital registered as a small surgical hospital with 7 registered beds which is able to accommodate customers who need to recuperate overnight. Moreover, the hospital can provide surgery that requires anesthesia by an anesthesiologist which is under the supervision of the Ministry of Public Health and related agencies. In addition, the hospital has operating room equipment as hospital standards, this can ensure that the hospital can provide services and assure that the hospital have the service standards at the same level of hospital standards that be able to build confidence for customers who are interested in using the service the hospital.

Learning Organization

For the reason that the hospital significantly focuses on developing doctors and personnel, therefore, the hospital places importance on recruiting experienced and expertise doctors and medical personnel from several institutions with a wide range of expertise from various fields such as general surgery, specialized surgery, cosmetic surgery. The hospital can provide a full range of services since the diagnosis, risk prevention, surgery or procedure, rehabilitation, monitoring and following up, etc. In addition, the hospital also strongly promotes and supports training within the organization to develop knowledge in the medical team and personnel, as well as encourages attending seminars at foreign medical institutions for learning new medical techniques and cosmetic surgery trends.



In 2022, Masterpiece Hospital has contracted to hire 3 doctors from Korea to be the hospital's aesthetic consulting team. All 3 of them were lecturers at the Korean College of Cosmetic Surgery (KCCS) and the Face Design Institute. The doctors of the hospital will be able to consult and received advices as well as gain experience and can develop techniques from professors who can provide training among doctors at Masterpiece Hospital only. Therefore, training skills and developing the medical team of the hospital can be learned and practiced in Thailand which no need to travel abroad. Moreover, the hospital focuses on medical technology, and equipment and tools, that must be certified for standards and safety by the Food and Drug Administration (FDA).

Strong Teamwork

In addition to a team of medical personnel, the hospital also focuses on developing the potential of personnel in all sectors continuously by supporting and providing training and seminars to personnel to gain more knowledge and keep up with changes in trends including digital marketing, the use of social media, and the competition in the industry and assessment, etc. Consequently, the personnel can understand all contexts of the Company's business including having training skills and abilities along with developing personnel in the organization to aim for the same goal by using the corporate philosophy to be the main conceptual framework and the norm for working in order to build the strong team and continuously ready to serve customers efficiently and professionally.

Awards

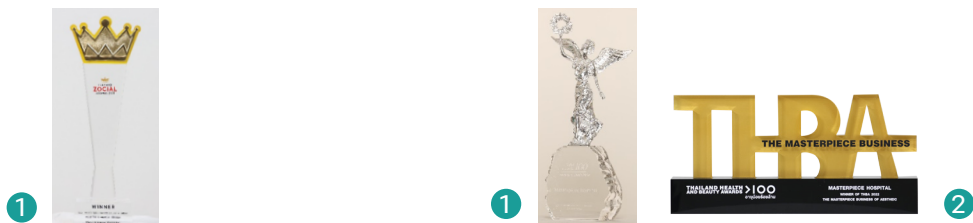


2019

- 1 Certificate of Training “Practical of Anti-aging in Aesthetic and Wellness” on April 3, 2019, from Inspire Eternity Co., Ltd.
- 2 Masterpiece Hospital received “Endotine Award Platinum Genuine Product Genicon 2019 FDA”

2020

- 1 Certificate of Appreciation “2020 1st PASCAL Thailand Forum (Professional Aesthetic Surgery, Cosmetics, & Anti-aging Leaders)”
- 2 Masterpiece Hospital received Obtained a license to manufacture and import Restylane products solely in Thailand from Galderma (Thailand) Co., Ltd. for the year 2020.



2021

- 1 Masterpiece Hospital received the “Thailand Social Awards 2021” in the category of “Best Brand Performance on Social Media” in the category of HOSPITAL & MEDICAL CENTER from Wisersight (Thailand) Co., Ltd.



2022

- 1 GALDERMA x MASTER Top100 Exclusive Clinic 2022
- 2 Winner of Thailand Health and Beauty Awards (THBA) 2022

Certificates



2021

- 1 Masterpiece Hospital Certified to ISO 9001: 2015 (Quality Management System: QMS)



2022

- 1 Masterpiece Hospital Acquired ISO 27001: 2013 certification. (Information Security Management System: ISMS)

1.1.1.3 Business Strategy

1) Applying technology to provide efficient service

The hospital places importance on the quality of service as the number one priority which covers services in all dimensions by focusing on technology to increase service efficiency, speed, as well as various conveniences. The hospital has implemented the Hospital Information System (HIS) to record the customer's history and photos into the electronic system for efficient customer history management including data processing to allow doctors to diagnose and analyze medical information more accurately and can also use the database to analyze customer behavior. In addition, the hospital also uses a Tracking System for customers when they enter the hospital in order to ensure that customers spend time in each service area (excluding doctor visits and surgery or procedures) are not exceeding the standards set by the hospital. It is also to ensure that all customers receive thorough services and create maximum customer satisfaction.

2) Developing the potential of the medical team

As the cosmetic surgery business is a highly competitive business, the development of surgical techniques is changing rapidly all the time. Thus, the hospital places great importance on the development of medical teams and medical personnel by starting from recruiting doctors and experienced medical personnel who have competence and expertise in both specific areas and fields. They has to be able to learn new medical techniques to develop the potential and support the diverse needs of customers who want to get beautiful, natural results, require less recovery time compared to conventional surgical procedures. The hospital has promoted training within the organization to develop knowledge in the medical team and attending seminars at foreign medical institutions to learn new medical techniques and cosmetic surgery trends. In 2022, Masterpiece Hospital has hired 3 doctors from Korea who are lecturers at the Korean College of Cosmetic Surgery (KCCS) and the Face Design Institute by providing training between doctors and doctors at Masterpiece hospital only. This is to train skills and develop the medical team of the hospital to be able to learn and practice in Thailand and does not need to travel abroad.

3) Team development for all departments

The hospital is aware that human resources are an important part of driving business. The hospital, therefore, focuses on managing and developing staff knowledge continuously, for example, preparing a human resource management plan to recruit potential personnel and retain capable personnel to stay with the hospital for a long time. The hospital has provided training, knowledge, skills, not only to develop teams and personnel in academic knowledge only. The hospital also encourages learning about Digital Marketing, the use of Social Media, so that personnel can communicate and provide services up-to-date. The hospital also focuses on developing corporate values to be a framework with the main concept and work norms to strengthen the organizational culture that is an important part of personnel development. In addition, the Company has measured employee satisfaction through the Happily application, which will monitor the results, employee feedback and if a problem is detected, the problem will be immediately solved, so that all employees feel happy at work.



4) Branding and Marketing Policy

The hospital focuses on proactive marketing through online platforms, which are the main communication channels of the hospital, including Facebook and Line Official, along with creating an image of Masterpiece Hospital to increase new customer base and maintain the existing customer base to come back to use the service through regular marketing promotion activities, such as organizing promotions, discounts, free gifts of the month and another marketing strategy of the hospital important. It includes arranging for surgical review of customers who actually come to use the service, dissemination of pictures and texts on online platforms of people interested in beauty and plastic surgery in particular to create social interactions with those who are interested and may become future customers of the hospital.

The Company has set a plan to determine market positioning with the aim of making the name of Masterpiece Hospital widely known and of interest to target customers which the image of the hospital has been upgraded in addition to using online media. Furthermore, in 2022, the hospital has used advertising media on 20 large billboards throughout the Bangkok area to increase visibility and recognition from people who are interested in offline marketing.

5) Price Policy

The hospital provides comprehensive beauty services both Surgery, Hair transplant and hair care services, Skin care services by focusing on providing good quality service. The target customers are in the age range of 20-50 years old who are interested in beauty treatments and receive services that meet international standards. Therefore, the hospital's pricing policy is not in the nature of price competition or reduction of service fees in order to steal customers or expand the customer base.

1.1.2 Key Changes and Developments

Dr. Raweewat Maschamadol started the beauty clinic business in 2012 by establishing Masterpiece.

The clinic is located at Siam Square shopping center, a shopping center in the heart of Bangkok. Initially, the size was only 1 unit, that was later registered as a juristic person established in Thailand on July 24, 2013 and in 2018 received a license to operate a medical facility. The business was changed to a hospital under the name "Masterpiece Hospital" to operate a full-service beauty business both surgery Enhance the beauty of skin and hair.

Key changes and developments of the Company are as follows:

Year	Key changes and developments
2012	<ul style="list-style-type: none"> Dr. Raweewat Maschamadol established a beauty clinic in 2012 under the name "Masterpiece Clinic" at Siam Square, a shopping center in the heart of Bangkok. Initially, there was only 1 booth with 1 small operating room, 1 doctor and 3 staff.
2013	<ul style="list-style-type: none"> Masterpiece Clinic has expanded its service area to 2 booths in order to support the increasing number of customers continuously and registered as Master Style Co., Ltd. on July 24, 2013 with registered and paid-up capital of 1 million baht.
2014	<ul style="list-style-type: none"> Expanded the area to 3 booths and expanded another 2 booths (branch 2), totaling 5 booths, being the largest beauty clinic in Siam Square.
2015	<ul style="list-style-type: none"> Masterpiece Clinic was the largest beauty clinic located in the heart of Siam Square but the location is still not enough to support the increasing number of customers. Then, the Company started planning to expand the business from a clinic to a beauty hospital.

Year	Key changes and developments
2018	<ul style="list-style-type: none"> Masterpiece Clinic is licensed to operate a medical facility and changed to a hospital under the name “Masterpiece Hospital” and moved the establishment to Sukhothai Road, Dusit Subdistrict, Dusit District, Bangkok.
2019	<ul style="list-style-type: none"> Issuing and offering new ordinary shares to all existing shareholders in proportion (RO) in the amount of 100 million baht and restructuring the group by accepting the transfer of the business of Grace Winner Company Limited, which is held by Dr. Raweewat Maschamadol. 99.9 percent stock.
2022	<ul style="list-style-type: none"> Issuance and offering of newly issued ordinary shares of 59 million baht, offering to existing shareholders 490,000 shares at a price of 100 baht per share (par value of 100 baht per share) and offering to 3 investors, totaling 100,000 shares at price 1,200 baht per share, total registered capital 160 million baht. Investors who subscribe for newly issued ordinary shares with a total value of 120 million baht are as follows: <ul style="list-style-type: none"> Mr. Veerachai Monsintorn in the amount of 37,500 shares, the value of the capital increase is 45 million baht. Mr. Pricha Songwatana in the amount of 37,500 shares, the value of the capital increase is 45 million baht. Mr. Monthien Innoy in the amount of 25,000 shares, the value of the capital increase is 30 million baht. Registered as a public limited company Issued and offered capital increase shares to all existing shareholders in proportion (RO) in the amount of 30 million baht and increased registered capital by 50 million baht to support the issuance and offering of shares to the public for the first time (IPO).

History of change of registered capital of the Company can be displayed as follows:

No.	List	Date of registration	Registered capital (baht)
1	Company registration	July 24, 2013	1,000,000
2	Increase the registered capital for the first time in the amount of 30,928,000 baht to pay for the first installment of the business transfer of Grace Winner Co., Ltd.	October 4, 2019	31,928,000
3	Increased the registered capital for the second time in the amount of 69,072,000 baht for the final payment of the business transfer of Grace Winner Co., Ltd.	March 25, 2020	101,000,000
4	Increase the registered capital for the 3 rd time in the amount of 59,000,000 baht to support business growth.	January 14, 2022	160,000,000
5	The 4 th capital increase in the amount of 80,000,000 million baht, divided into Part 1) amount 30,000,000 baht to support business growth and Part 2) amount 50,000,000 baht to support the issuance and offering of securities to the general public for the first time.	July 18, 2022	240,000,000

1.1.3 Purpose of utilizing proceeds

The Company has an objective to use the proceeds from this offering of approximately 2,229.0 million baht for the following purposes:

Purpose of utilizing proceeds	Estimated amount (million baht)	Estimated period of using money
Renovation of the building and operating room on the original hospital area. <ul style="list-style-type: none"> Add an operating room for surgery, 10 rooms Add inpatient beds For overnight stay 10 beds Added 12 rehabilitation beds Expand service centers such as skin care centers Hair transplant and hair care center, etc.	100.0	Within 2023
Purchasing equipment and medical equipment for surgery, hair transplantation and hair care, and skin care and laser services.	150.0	Within 2024
Investment for construction and improvement of buildings on leased land title deeds No. 494, 12862 and 12863 to expand service centers such as hair care center, liposuction center, eye center and male health center, etc., including facilities and offices.	200.0	Within 2024
Used as working capital in business operations	1,779.0	Within 2023

1.2 Nature of Business Operation

1.2.1 Revenue structure

Revenue from hospital operations

In 2020 - 2022, the Company had revenues from hospital operations of 611.06 million baht, 659.51 million baht and 1,482.59 million baht, representing a growth rate of 47.59%, 7.93% and 124.80% respectively. Comparing to the same period of the previous year, the details of revenue from hospital operations for the years 2020 - 2022 can be shown as follows.

Revenue structure from hospital operations	For the year ended December 31					
	2020		2021		2022	
	Million Baht	%	Million Baht	%	Million Baht	%
Revenue from surgery						
- Rhinoplasty	195.44	31.98	224.15	33.99	344.68	23.25
- Breast Surgery	134.52	22.01	90.29	13.69	140.37	9.47
- Liposuction Surgery	77.23	12.64	67.19	10.19	145.19	9.79
- Eyebrow Lifting Surgery	28.20	4.61	46.20	7.01	181.62	12.25
- Other surgeries ¹	72.66	11.89	98.96	15.01	381.75	25.75
Total revenue from surgery	508.05	83.14	526.79	79.88	1,193.61	80.51
Revenue from skin care	44.72	7.32	39.00	5.91	105.61	7.12
Revenue from hair transplantation and hair care	18.33	3.00	23.32	3.54	89.96	6.07

Revenue structure from hospital operations	For the year ended December 31					
	2020		2021		2022	
	Million Baht	%	Million Baht	%	Million Baht	%
Revenue from care after surgery	30.21	4.94	35.73	5.42	62.37	4.21
Revenue from other hospital operations	9.74	1.59	34.68	5.26	31.04	2.09
Total revenue from hospital operations	611.06	100.00	659.51	100.00	1,482.59	100.00
<i>Proportion of income from hospital operations to total revenue (%)</i>		99.31		95.58		99.50
Other Revenue ²	4.22		30.47		7.46	
Gross Revenue	615.28		689.98		1,490.09	

Notes : ¹⁾ Other surgeries includes eye surgery jaw reduction surgery and abdominoplasty surgery, etc.
²⁾ Other revenue consists of rental revenue and unrealized profit (loss) from conversion of investments. In addition, in 2021, the Company has other revenue from damages from breach of contract and fines 22.79 million baht.

1.2.2 Products and services

1.2.2.1 Surgery services

The hospital uses tools, equipment, medical materials and technology that has been certified for standards and safety by the Food and Drug Administration (FDA) in providing surgical services.

The hospital has procedures for surgical services (Surgery) as follows:

Steps	1. Preparation customer information and appointments	2. medical records and consultation	3. Preparation before surgery	4. Surgery	5. Rehabilitation after surgery
Details	<ul style="list-style-type: none"> Customers contact for information via online channels such as Facebook, Line Official or by telephone. 	<ul style="list-style-type: none"> Record a history of the customer and take a detailed photo into the HIS system of the hospital. Customer consents to the disclosure of personal information (PDPA) 	<ul style="list-style-type: none"> Customer checks their health according to the standard checklist as ordered by the doctor at the hospital health check-up center assess the readiness of customer. 	<ul style="list-style-type: none"> On the day of the appointment for surgery, customer will receive medication advice from the pharmacist and recommendation after surgery from nurses. 	<ul style="list-style-type: none"> In case of minor surgery, customer can go back to recuperate at home after surgery. In case of major surgery, customer has to recuperate to observe symptoms at the waiting room for 2-3 hours.

Steps	1. Preparation customer information and appointments	2. medical records and consultation	3. Preparation before surgery	4. Surgery	5. Rehabilitation after surgery
Details	<ul style="list-style-type: none"> • Contact Center Staff conducts a preliminary history, screening, congenital disease, history of drug allergies, services that customers are interested in, and recommends doctors with expertise to meet customer needs, and finally make appointments. 	<ul style="list-style-type: none"> • Customer receives detailed medical consultations. The doctor will explain in detail the procedures, materials used, and surgical techniques to generate results that meet the needs of customers as much as possible. • Doctors and consultants summarize all service costs. 	<ul style="list-style-type: none"> • Customer can undergo the surgery in case that the results of the health examination passed the specified criteria. 	<ul style="list-style-type: none"> • Customer signs a consent form for surgery 	<ul style="list-style-type: none"> • In case of major surgery that the doctor wants to follow up closely, customer will enter the inpatient system to stay at the hospital for 1-2 nights and then go back to recuperate at home.
Payment	<ul style="list-style-type: none"> • Pay a partial deposit of the initial appraisal amount 	<ul style="list-style-type: none"> • Pay 50% of the total amount. 	-	<ul style="list-style-type: none"> • Pay the remainder amount before undergoing surgery. 	-

In addition, the doctor will make an appointment for the client to come in for follow-up after the surgery approximately 7-10 days after surgery, including cutting the stitches and cleaning the surgical wound.

And about 1 month after the surgery, the customer is required to check and follow up the symptoms again including taking pictures to make a history and data after the surgery.

However, the number of times and duration of follow-up examination after surgery depends on each procedure and the discretion of doctor.

The Company provides 8 types of surgery services, details as follows:

1) Rhinoplasty

Rhinoplasty with restructuring techniques (Open Nose Reconstruction)

Open Nose Reconstruction is a correction to adjust the new nose structure which can adjust the nose structure in a variety of ways and has less limitations than closed rhinoplasty by using the technique of opening the incision at the base of the nose (Open Rhinoplasty) allowing the doctor to see the internal structure of the nose obviously. With open nose reconstruction technique, the doctor can make the nasal base bone smaller and surgery to adjust the shape of the nose to be beautiful and fit by correcting the internal structure and able to adjust the tip of the nose to look slimmer. This technique is suitable for many forms of rhinoplasty that cannot be corrected by a closed surgical technique using only nose silicone.

The highlight of this type of rhinoplasty is that the nose can be augmented by using a variety of materials, and no silicone or synthetic medical materials are required. Based on the assessment of a medical professional doctor, it can be selected to use the material from the customer's body such as muscle membranes, adipose tissue, and body parts which can be details as follows:

- Septal Cartilage is the only bone in the body that is flat, straight, smooth, and strong. The doctor will normally use septal cartilage to augment the tip of the nose.
- Ear Cartilage is the cartilage behind the ear. The doctor will use in case the septum of the customer's nose is small to augment the tip of the nose.
- Rib Cartilage will be used in case the nasal septum is small to be used to augment the tip of the nose.

Closed Rhinoplasty

Closed rhinoplasty is a surgery in which the doctor uses medical grade silicone to augment the nose. This closed rhinoplasty can be done easily and quickly with surgery time and less recuperation time. Customers who undergo closed rhinoplasty can lead a normal life immediately after the surgery. Therefore, closed rhinoplasty is suitable for customers who have a good basic nose shape and want to enhance the nose to be more beautiful.

Alar Reduction

Alar reduction surgery is suitable for customers who have problems with the shape of the alar nose, such as a thick alar or large alar. This surgery can make the nose look more beautiful which can fix the face to be balanced and can be adjusted to make the face look proportional. The overall composition of the nose can be improved. In most cases, blepharoplasty or alar Reduction is performed in conjunction with rhinoplasty.

2) Eye Surgery

Double Eyelid Surgery

Double eyelid surgery can be performed in a variety of ways, such as, correcting single eyelid problems, uneven eyelids, and weak eye muscles. A specialist doctor with experience and expertise will choose double eyelid surgery techniques that are suitable for each customer's problems as follows:

- Small Incision Double Eyes Technique is a small incision in the upper eyelid area to get rid of some unnecessary fat or muscle, and then suturing to define the eyelid before closing the wound.

This technique produces natural results which make double eyelid lines to be thin, sharp, and look natural, not fooling the eyes. This technique is suitable for customers who do not have too much eyelids. The recovery time after surgery is quite short, customer is able to use daily life immediately after surgery.

- Full Incisional Blepharoplasty Technique is a long incision in the upper eyelid area by slitting the eyelids along the line in order to open up the eyes and increase the length and width of the eyes.

The result will make the eyelids clearer, the eyes look bigger, and the eyelids will not droop. This technique is suitable for customers who have a lot of excess eyelids, eyelids with a lot of fat accumulation, eyelids that have a lot of muscles, or customers who want to have beautiful and sharp eyelids along the eyelid lines from the head of the eyes to the end of the eyes.

Blepharoplasty/Droopy Eyelid Surgery

Blepharoplasty is suitable for those who have ptosis, smaller eyelids, wrinkled eyelids, or excess eyelid skin and fall over the eyes. The doctor will use the upper eyelid surgery method with a long incision technique to tighten the sagging muscles within the eyelids to firm up and correct the double eyelid line to look natural and open eyes easier.

Epicanthoplasty/ Lateral Canthoplasty

Epicanthoplasty or Skin Flap is suitable for customers with skin problems that extend from the upper eyelids down to cover the inner corners of the eyes which makes the eyes look narrow, squinted, and small eyelids, resulted from the eyelids extending down to cover the inner corner of the eye. Opening the inner corners of the eyes will make the eyes look bigger and more open. Most of customers are performed in conjunction with double eyelid surgery and Lateral Canthoplasty in order to make the eyelids have a beautiful proportion.

Eye Muscle Weakness/Ocular Myasthenia Gravis and Ptosis Surgery

The surgery to correct eye muscle and ptosis is suitable for customers who have ptosis, sleepy eyes, puffy eyes, or the upper eyelid that falls off more than usual, this can be found in either one eye or both eyes. Eye muscle weakness caused by the muscles used to open the eyes (Levator Palpebre Superioris Muscle) is weaker than usual. Doctors can correct this with surgery to correct the opening of the eye muscles which can make the eyes look more open and allows normal vision.

Under Eye Fat Re-positioning and Eye Bag Surgery

Under Eye Fat Re-positioning is suitable for customers who have problems with dark eye circles or bulges of fat on the lower eyelids that make the under-eye areas lose its brightness and look aged.

Under-eye fat removal or under-eye fat re-positioning can align the fat from the inside of the eyelids which will not result in external scars. But if in the case of sagging lower eyelids with fat under the eyes, the doctor can surgically remove the excess skin and fat under the eyes to make the under-eye area look smoother.

Dolly Eyes

Dolly Eyes is the use of fat under the original eye to rearrange or bring fat from other areas of the body through the extraction process (Fat Transfer) and inject in the lower eyelid area to look thicker and make the eyes look bigger, brighter, and outstanding. After surgery, the overall face will look sweeter and younger. This technique is suitable for customers who want to correct and adjust the eyes to look brighter.

3) Brow Lift and Face Lift

Eyebrow lift surgery is a surgery that corrects the problem of the distance between the eyebrows and the eyes that is too close and disproportionate. As a result, the overall image of the face looks uncomfortable and unbalanced. This technique is suitable for customers who have droopy eyelids, ptosis, eyes that look aged, sad, and not bright.

Eyebrow lift surgery can be divided as follows:

Endoscopic Brow Lift

Endoscopic brow lift is a surgery to lift eyebrows, forehead, the outer corners of the eyes, or to make the eyes like Foxy Eyes by using endoscopic technique in the surgery. This surgery does not require a long incision, it usually uses a small surgical incision only 2-3 centimeters approximately. Moreover, it takes a short time for surgery, reduces tissue and nerve injury, and can see results immediately.

Endoscopic Mid Face Lift

Endoscopic mid face lift is an endoscopic surgery used in surgery to lift the middle facial tissue to be tighter, to make the cheek groove shallower, and to make the face look younger. This surgery is suitable for middle-aged customers aged between 40-50 years who want to lift their face and cheeks to be tighter without having an open wound around the temples or cut off the excess skin. The advantages of endoscopic surgery techniques are a small incision hidden in the hair-covered scalp area with is difficult to notice the surgical wound, and high safety because using an endoscopic surgery can see important blood vessels and nerves clearly than surgery with the normal eyes. Moreover, it is able to stop bleeding well, along with less bruising and swelling. It also takes fast recovery time and after surgery, the face will look clearly younger.

Full Face Lift and Neck Lift

Full face lift and neck lift is an open face lift surgery. This surgery is suitable for people aged 50 years and over who have a very sagging face. In this surgery, excess skin needs to be cut and stitched to tighten the layer of muscles beneath the skin and fat layers of the face known as the Superficial Muscular Aponeurotic System or SMAS. The surgical method requires a hidden incision along the edge of the front of the ear, behind the ear, and the hairline. Then, the doctor will perform surgery to remove and lift the skin layer up to the SMAS muscle layer and then lift sutures to tighten the SMAS muscle layer. As a result, the skin that is attached to the SMAS layer is lifted along the entire line, thus obtaining natural results. Because of pulling the face is done in the SMAS muscle layer, not the skin. The face is naturally and effectively lifted. The excess skin of the face and neck is cut off with moderate tension. Finally, the face will naturally look younger.

4) Breast surgery

Breast surgery is one of the most popular procedures at the hospital. The breast surgery will help adjust the proportion and shape of breast and body which impact on increasing confidence for customers who are concerned about the size and position of their breasts. Doctors who have expertise will use specific techniques to suit each person's body physiology.

Breast Augmentation Surgery

Breast augmentation surgery with silicone usually can be divided into 2 shapes: 1) Rounded Implants are suitable for customers who have a basic breast base, or who have slight breasts and want their breasts to be more defined shape and clarity. 2) Teardrop-shaped Implants are suitable for customers who want to augment their breasts to look natural and smooth like real breasts. The following techniques used in breast augmentation surgery are as follows:

- Drain-free breast augmentation surgery is the technique that can drain the blood or waste left over from surgery resulted in speeding up the healing of the surgical wound.
- Dual Plane breast augmentation surgery is the technique that places silicone at half above and below the muscle which can help the upper silicone edge used in breast augmentation invisible, rounded, and more natural shape.
- Full HD breast augmentation surgery is the technique that uses endoscopic with high accuracy, and increases surgical safety, lessens nerve or tissue damage from surgery, and takes shortens recovery time.
- Premium Breast Funnel breast augmentation surgery is the technique that inserts breast silicone by using a funnel to increase the efficiency of placing silicone and to make breast augmentation surgery easier, faster, reduce infection rates, and smaller surgical wounds than normal surgery.
- Endoscopic with Premium Breast Funnel breast augmentation surgery is the technique that uses endoscopic and inserts breast silicone by using a funnel, this can cause small wounds, with lessen bruising, swelling, and few wounds. There is no need to insert a tube to drain the blood.

Breast Lift Surgery

Breast lift surgery is suitable for customers who are concerned about sagging breasts after childbirth or other causes by cutting off the excess and augmenting the defective part of the breasts with silicone in order to add dimension to the breasts for a beautiful shape and natural look. Most breast lift surgery is performed in conjunction with areola relocation in order to tighten the breasts with the best and most natural results.

Breast Correction Surgery

Breast correction surgery is for customers who have had breast surgery in the past and need to surgery again for modifying. It's a complicated surgery which is more difficult than the first breast augmentation surgery. Breast correction surgery requires detailed remedial planning together with the analysis and evaluation of surgery by experienced doctors.

Breast Reduction Surgery

Breast reduction surgery is suitable for customers who are concerned about breast size with large breasts, breast reduction surgery can ease discomfort and problems such as sagging breasts due to being unable to withstand weight, or unattractive breast shapes that may cause pain in chest, shoulders, neck, waist, and dermatitis in the crease area. In addition, breast reduction surgery is not only done for women, but also solve the problem of big breasts in men due to excess fat accumulating in the chest area as well. People with this problem mostly lack of self-confidence. Therefore, breast reduction can increase the confidence by shaping the breast size proportional to the body through this surgery.

Nipple and Areola Surgery

Nipple or areola surgery can correct the size of the nipple or areola that is not balanced with the size of the body. Most nipple and areola problems occur after childbirth, breastfeeding, or during pregnancy. This results in insecurity in the appearance of the breasts. The doctor will trim part of the skin and suture it to correct the shape. After the surgery, customers can get pregnant and breastfeed normally.

5) Liposuction and Body Contouring Surgery

The hospital always uses tools, equipment, medical materials, and technology, that have been certified for standards and safety from the Food and Drug Administration (FDA) to provide liposuction and body contouring surgery to customers.

Vaser Liposuction

Liposuction surgery with Vaser Liposuction technique is a technology that has been widely accepted and is very popular in the United States and around the world. Liposuction by Vaser Liposuction technique is the use of a special saline solution containing an anesthetic and a hemostatic medication to inject into the fat layers for enlarging and expanding the volume in the area where the fat is accumulated and has to be dissolved. The procedure of lipolysis is effective and reduce the chance of injury from hitting blood vessels or nerves. The ultrasound with high-frequency energy will generate heat energy to rupture the fat-cell walls and break down the fat into fluid which can be easy for suctions without damaging surrounding tissues. Vaser Liposuction can be performed in many parts of the body, such as the abdomen, waistline, upper arms, thighs, hips, or even the face frame and double chin, etc. The highly experienced doctor will design the ratio of the customer on a case-by-case basis. The incisions occurred from this surgery are quite small, not simply noticeable with less bruising. Patients can return to daily life within 1-3 days after undergoing liposuction surgery and refrain from lifting heavy objects or exercising.

Facial Vaser Liposuction

Facial Vaser Liposuction uses technique that use of a special saline solution to inject into the fat layers with the ultrasound with high-frequency energy for liposuction as stated above. This liposuction will be done around the face and neck areas such as face frame, upper cheeks, and double chin, which are the spots where a large amount of fat is accumulated. This technique will help to adjust the shape of the face to be slimmer and more proportional, more contoured facial shape, face frame, and chin, as well as be more compatible with the face shape. Patients will notice a more defined and harmonious appearance with V-Shape face frame.

Six Pack Liposuction

Six Pack Liposuction uses Vaser Liposuction which is an ultrasound-based liposuction technique to create abdominal muscles to achieve the shape of the six pack abdominal muscles for an attractive shape. The experienced surgeon will liposuction the fat along the muscle pattern, determine exactly where the fat is to be extracted and where it is to be left, and highlight the muscle lines and muscles packs to be seen more clearly. This surgery is suitable for customers who have a small amount of belly fat and want to get in shape quickly.

Fat augmentation surgery (Fat Transfer)

Fat transfer, also known as fat grafting, or fat injections, is a surgical procedure in which fat is transferred by liposuction from in body areas where the fat is excess or unnecessary such as abdomen, thighs, and upper arms to other part of body areas. Suctioned fat will be separated and selected only suitable fat cells (Fat Stem Cells) by extracting fat from the body together with concentrated fat stem cell extraction (Platelet Rich Plasma) and inject back to fix the point that needs to be supplemented. Fat transfer is a very popular option that is suitable for customers who have face shape problems or disproportionate body physique, and fix those problems by filling in facial defects and body proportions.

Skin Lifting and Tightening by J-Plasma

J-Plasma is a technology from the United States used in any body areas, especially in the position that needs liposuction, such as abdomen, upper arms, thighs, calves, back or waist, etc. The use of J-Plasma is suitable for customers who have accumulated excess fat, not firm/sagging as dermis layer losing collagen and elastin fibers, even for customers who want to lift and tighten their skin without a major surgery. The incisions by J-Plasma are small and can use the same incision as the liposuction area, thus the patient can recover quickly. Moreover, J-Plasma is an innovation that is gentle on the skin with highly safety standard.

J-Plasma is very appropriate to be done in conjunction with liposuction. It is a combination of plasma helium energy and radio frequency (RF) energy to help the skin after liposuction look noticeably firmer immediately after the procedure. When the surgeon inserts a small tube of plasma energy under the skin, plasma energy will be released and able to generate heat energy up to 85 degrees Celsius (the highest heat energy available in nowadays). This is the level that allows the tissues that hold the skin and the tissues that are hollow and gaps after liposuction turn into rapid contractions. It also stimulates collagen-formed tissues for the production of collagen, as a result, the skin is instantly lifted. The energy will quickly reduce the temperature to 41 degrees Celsius after lifting the skin. Therefore, the skin after lifting will not be injured with minimal heat spread to the nearby tissues. The skin will be lifted up from shrinking immediately about 30%. And the results will be more obvious after 3-6 months as the skin will be firmer, smoother and more elastic. The results will last for many years.

6) Abdominoplasty

A tummy tuck, also known as abdominoplasty, is a surgical procedure to improve the shape and appearance of the abdomen. Abdominoplasty surgery is suitable for customers who have problems with large abdomen, stretched abdomen, sagging abdomen as the skin around the abdomen area is not firm resulted from pregnancy, childbirth, or sudden rapid weight loss. Abdominal liposuction alone may not solve all of these problems. Therefore, abdominoplasty will solve the problem of the customers. The Diamond Line Waist Lift technique is specially used for the customer of the hospital to help the sagging abdomen to be lifted and tightened. It also modifies the shape by sewing the abdominal muscles including styling the navel shape to be more beautiful. This surgery creates small incisions and hidden scar in the area of the cloth. The patients can recover quickly after the procedure.

Brachioplasty (Arm Lift)

Brachioplasty (Arm Lift) can solve the problem of excess skin around the arms that hang, flabby, resulting from weight loss or older. As arm liposuction alone may not produce satisfactory results, so brachioplasty can solve the problem by tightening and lifting flabby arms more effectively. The surgeon will use a unique Diamond Line Arms Lift technique that makes the wound smaller and hides the wound under part of the body under the garment. The length of surgery is not too long and after using this technique, patients can clearly notice that their arms are smaller and tighten after the procedure.

7) Facial Reconstruction Surgery

Facial reconstruction surgery solves the problem of crooked facial contours, large facial contours, asymmetrical facial contours, too long or short facial contours. Masterpiece Hospital has surgeons and medical personnel with extensive experience and expertise. The surgery will use surgical techniques to restructure the face and jaw (Maxillofacial Surgery) with modern, detailed, and accurate planning and performing. Along with the use of 3D CT-SCAN system in conjunction with facial contouring design before and after surgery. Facial reconstruction surgery helps customers clearly see the changes and results as planned and wanted.

Cheekbone Reduction Surgery

Cheekbone reduction is also known as Zygoma reduction plasty is a surgery to correct large cheekbones, too high or too low cheekbones, or asymmetrical face, by modifying the shape of the cheekbones to be smaller and proportionate to the individual face. Cheekbone reduction surgery corrects the face to be smooth, proportionate, natural, and youthful. The surgeons must be very careful to incision into the bone area that needs to be reduced because there are nerves controlling the movement of the face, therefore, this surgery is required specialized surgeons to operate.

Jaw Reduction Surgery

Jaw reduction surgery works by shaving bone to correct the size and position of the jaw. This surgery is performed to correct the problems of customers who have a square lower face ratio when viewed from the front, the jaw angle or the jawline that clearly visible when viewed from the side, including those who have unequal faces because of the protruding and thick jaw bone. This surgery will adjust the jaw bone that is thicker than usual to make it smaller and reduce the size of the lower face. It can make the face change, whereas the jawline is curvy, smooth, small, delicate and youthful noticeably. Jaw surgery has to be performed by a specialist surgeon by moderately trimming in order to have a rounded jaw suitably with the chin line creating a harmonious balance for the overall face to look natural, soft and beautiful.

Facial Contouring Surgery (V-Line)

V-line facial contouring surgery is jaw and chin sharpening and contouring surgery enabling to reduce bone thickness. The results of this surgery provide the right proportions and slimmer facial structure that looks like a V-Line. This surgery is to trim the jaw and sharpen the chin in the longitudinal direction by opening the wound inside the mouth area behind the last tooth. The surgeon will cut from the corner of the jaw to the front frame until almost the chin area which close to the edge of the nerve line. After surgery, the patient will have a slimmer face shape, the changes in facial structure both front and side that looks slenderer and more beautiful. V-Line facial contouring surgery will not include orthodontics because V-Line only corrects the excess bone of the face with no need to cut the muscles. After correcting the bone in that area, it will naturally shrink the attached muscles. In some cases, chin shift surgery may be required for the proper proportion of the entire face. Specialized surgeons will carefully evaluate and plan all pre-operatively individually.



Chin Shift Surgery

Chin shift/reconstruction surgery is a surgery to adjust the structure of the lower face around the chin in order to correct the problems in case of oversized chin, angular chin, or sagging chin bone, resulting in a shorter face shape, or to correct the problem in case of the chin protrudes too much that make the face look exaggerated, or to correct the problem in case of a sharp and wide chin, also known as the witch's chin. The chin lift surgery positionally moves to balance the jaw and entire face which must be considered individually and carefully. In addition, this surgery must consider the structure of the mouth and teeth as well. If a person has no teeth problems, the surgery can be done, but in case of teeth problems, the medical team will consider using other methods along with the chin shift surgery, such as jaw surgery and orthodontics after surgery.

There are different techniques used to shift or reconstruction the chin as follows:

- Chin surgery combined with jaw and maxillofacial surgery, called total lower face contouring surgery. This surgery creates dimensions for the face to be balanced from all angles.
- Chin correction surgery (no joint jaw and jaw surgery combined with) can fix the chin by scraping the liquid substance, removing the silicone, adjust the chin bone, including the addition of fillers or adding silicone depending on the assessment by a team of specialists.
- T-shaped chin shift surgery can reduce the size of the chin that is too wide to be smaller and balanced.

Buccal Fat Removal Surgery

A buccal fat removal surgery is suitable for customers who want to remove the buccal fat pad, a naturally-occurring pad of fat in the cheek hollow area which affects the face shape by making the face look round, chubby cheeks, and face sagging due to the weight of fat in the cheeks. These problems can cause people lose confidence. Buccal fat surgery is a procedure to adjust the face shape to be slimmer or smaller by using specific techniques and expertise surgeon to remove buccal fat, as a result, the face after surgery is in proportion and looks more beautiful.

Chin Augmentation Surgery

Chin augmentation surgery is suitable for customers who want to correct their face shape to enhance or reshape the size of the chin for a slender, properly proportioned, and balanced face. Chin augmentation is therefore the top choice among customers in these days to modify the facial structure to be beautiful. This surgery is especially suitable for customers who have problems with short chin, sunken chin, cut chin, etc. performed by placement of an implant by specific techniques and expertise surgeons.

Shaped Lip Surgery

Chestnut-shaped lip and lip reduction surgery is suitable for customers who want to correct congenitally large and thick lips, or unshaped lips. The surgeon will perform surgery to balance the upper and lower lips by cutting off the side lip to produce the beautiful shaped lip. For customers with thin lips but not in beautiful shaped, the inner lip will be cut off to make the mouth appear thicker and shapelier. Upper and lower lip surgery provide result in a beautiful mouth shape that is proportional to the face and a shape that is curved and small, similar to the chestnut fruit.

8) Other surgeries

In addition to the surgery mentioned above, the hospital also offers other surgical services such as ear correction surgery, forehead augmentation surgery, as well as sexual health surgery such as male surgery, genital surgery, sex reassignment surgery, etc.

1.2.2.2 Hair transplant and Hair care services

The hospital uses tools, equipment, medical materials and technology that has been certified for standards and safety by the Food and Drug Administration (FDA) in hair transplantation and hair care services.

The hospital has procedures for hair transplantation services that the details are as follows.

Steps	1. Preparation customer information and appointments	2. medical records and consultation	3. Preparation before Hair Transplantation	4. Hair Transplantation Date	5. Recovery after Hair Transplantation
Details	<ul style="list-style-type: none"> Customers contact for information via online channels such as Facebook Line Official and telephone. Contact Center Staff conducts a preliminary history, screening, congenital disease, history of drug allergies, services that customers are interested in, and recommends doctors with expertise to meet customer needs, and finally make appointments. 	<ul style="list-style-type: none"> Record a history of the customer and take a detailed photo into the HIS system of the hospital. Customer consents to the disclosure of personal information (PDPA) Customer receives detailed medical consultations. The doctor will explain in detail of hair transplant procedures and techniques to generate results that meet the needs of customers as much as possible. 	<ul style="list-style-type: none"> Customer checks their health according to the standard checklist as ordered by the doctor at the hospital health check-up center assess the readiness of customer. Customers can receive hair transplantation services, if the results of the health examination pass the specified criteria 	<ul style="list-style-type: none"> On the day of the appointment for surgery, customer will receive medication advice from the pharmacist and recommendation after Hair Transplantation from nurses Customer signs a consent form for Hair Transplantation 	<ul style="list-style-type: none"> After hair transplantation Customers can go back to recuperate at home immediately.
Payment	<ul style="list-style-type: none"> Pay a partial deposit of the initial appraisal amount 	<ul style="list-style-type: none"> Doctors and consultants summarize all service costs. Pay 50% of the total amount. 	-	<ul style="list-style-type: none"> Pay the remainder amount before undergoing Hair Transplantation 	-

However, 7-14 days after the hair transplantation, the doctor will make an appointment for the client to follow up on the symptoms after hair transplantation, including cutting stitches and cleaning the wound and follow up on symptoms after hair transplantation every 1 month for a period of 1 year, including taking pictures to make a history of the customer after hair transplantation. It depends on the discretion of the doctor who owns the case.

Non-surgical FUE hair transplantation (Follicular Unit Extraction: FUE)

Non-surgical FUE hair transplantation has become very popular and is widely used. It is another treatment option for those who have hair loss problems, baldness and thinning hair. FUE permanent hair transplantation technique is a hair transplantation technique that uses a tool to penetrate hair follicle cells in the occipital area. After that, healthy cells and hair follicles are sorted. It is implanted at the desired area using a medical tool that looks like a needle-tipped pliers. It is a strand by strand hair transplant with a special technique and the expertise of a team of specialists in hair transplantation making it possible to grow hair without injuring or create the least impact on customers. Customers who receive the FUE hair transplantation service therefore do not need to recuperate because there is no wound after surgery and can live a normal life immediately after hair transplantation.

The hospital has procedures for providing Hair Treatment services details as follows:

Step	1. Preliminary screening of customer profiles	2. Medical records and consultation	3. Access to services
Details	<ul style="list-style-type: none"> Customers contact for information via online channels such as Facebook, Line Official or by telephone. Contact Center Staff conducts a preliminary history, screening, congenital disease, history of drug allergies, services that customers are interested in, and recommends doctors with expertise to meet customer needs. 	<ul style="list-style-type: none"> Record a history of the customer and take a detailed photo into the HIS system of the hospital. Customer consents to the disclosure of personal information (PDPA) The doctor will explain in detail of hair transplant procedures and techniques to generate results that meet the needs of customers as much as possible. Doctors and consultants summarize all service costs. 	<ul style="list-style-type: none"> The client signs a consent form for receiving the procedure Customers receive services according to the service period depending on the type of procedure and the course chosen by the customer.
Payment	<ul style="list-style-type: none"> Pay a partial deposit of the initial appraisal amount 	<ul style="list-style-type: none"> Pay all service fees before receiving the service. 	-

In some procedures that are done once and when the doctor has completed the service, it is considered the end of the service. But in the case of hair treatment services that look like a course program, the termination of service can occur only when the hospital completes service every time the course is specified or the duration of the course has expired whichever event happened first.

Hair Treatment

For customers who want to take care of their hair deeply, improve the treatment of hair loss, thinning hair, bald scalp comprehensively, it can be by doing all 4 types of Hair Treatment as the details are as follows:

(1) Hair Booster Essence

Making Hair Booster Essence is a technique to inject directly into the skin layer to treat hair loss and nourish the hair root area. Stimulates the flow of blood to raise more hair can make the hair grow new and strong and healthy. The injected drug will solve the problem of hair thinning and hair loss. This is a problem that can happen to both men and women for different reasons.

(2) Hair Stem Cell Essence (PRP)

Hair Stem Cell Essence is a technique in which the customer's blood is spun to extract the stem cells in the form of platelets called Platelet Rich Plasma or PRP and injected into the scalp. to stimulate the growth and division of hair follicle cells stimulate hair regeneration and helps restore healthy hair.

(3) Dermis Cool Hair Treatment

The Dermis Cool Hair Treatment is an innovation that brings vitamins into the scalp that effectively restores deep to the hair roots with the principle of bringing vitamins into the skin cells along with Cool Mesoporation and Light Therapy that are effective to help restore deep nourishment of hair at skin cell level.

(4) 3M Treatment

Doing 3M Treatment is to poke vitamins into the scalp. pushing vitamins into the deep layers of the skin by using electrical energy waves to allow vitamins to penetrate the skin well and without scars together with red laser irradiation (LED LIGHT) to help burn cells and accelerate blood circulation under the scalp as well as strengthens hair roots and helps reduce hair loss.

1.2.2.3 Skin care services

The hospital uses tools, equipment, medical materials and technology that has been certified standards and safety from the Food and Drug Administration (FDA) in providing skin care services.

The hospital has procedures for providing skin care services that the details are as follows:

Step	1. Preliminary screening of customer profiles	2. Medical records and consultation	3. Access to services
Details	<ul style="list-style-type: none"> Customers contact for information via online channels such as Facebook, Line Official or by telephone. Contact Center Staff conducts a preliminary history, screening, congenital disease, history of drug allergies, services that customers are interested in, and recommends doctors with expertise to meet customer needs. 	<ul style="list-style-type: none"> Record a history of the customer and take a detailed photo into the HIS system of the hospital. Customer consents to the disclosure of personal information (PDPA) The doctor will explain in detail of procedures and techniques to generate results that meet the needs of customers as much as possible. Doctors and consultants summarize all service costs. 	<ul style="list-style-type: none"> The client signs a consent form for receiving the procedure in the case of injecting substances into the body Customers receive services according to the service period depending on the type of procedure and the course chosen by the customer.
Payment	<ul style="list-style-type: none"> Pay a partial deposit of the initial appraisal amount 	<ul style="list-style-type: none"> Pay all service fees before receiving the service. 	-

In some procedures that are a one-time procedure, such as Botox injections, filler injections, etc., when the doctor finishes the service, it is considered the end of the service. But in the case of skin care services that look like a course program, the end of the service can occur only when the hospital completes service every time the course is specified or the duration of the course has expired. whichever event happened first.

Laser

(1) eMatrix to treat acne scars

When the skin is inflamed from acne, the skin in that area may collapse and form a patch under the scar causing acne holes. There are many forms of acne holes that can be divided into many levels and can be treated in a variety of ways. One of the treatment methods, eMatrix, is an effective method by using a laser to stimulate collagen production under the skin layer to fill acne holes.

(2) Discovery Pico for Facial Treatment

Discovery Pico Laser is a medical laser device used to treat skin structure problems, acne scars, stretch marks, scars, uneven skin tone, freckles, blemishes, dark spots, and those who want to remove tattoos. Discovery Pico laser can effectively shoot energy to lighten dark pigmentation on dark skin or shoot down the energy to adjust the new surface within a quick time. So that, the result is a smooth face.

(3) V-Beam laser to treat redness

The V-Beam program is a pulsed dye laser with a wavelength of 595 nm and is very gentle on the skin. The treatment process starts with cold spray combined with laser energy shot with high precision. The time will be properly calculated throughout the procedure. V-beam can be used to treat arterial disorders and redness from acne effectively.

(4) Spectra Gold for brightening facial laser

Clear face laser program or Spectra Gold, which is a highly concentrated and dense laser. This laser will reduce the pigment under the skin, collagen stimulation, tighten pores, then with the mechanisms of the body. The white blood cells will decompose the pigment by phagocytosis, the abnormal pigment will gradually disappear without harming the skin cells.

(5) Intense Pulse Light (IPL)

The IPL program uses high-intensity light energy to stimulate the production of collagen and elastin under the skin and helps to treat dark spots and arteries under the skin effectively.

(6) Motive (Diode Laser) for hair removal

It uses Diode Laser energy for permanent hair removal. The laser will destroy the hairs down to the roots. With high frequency radio frequency (RF), it can be done on all hair types, all hair colors (All Hair Type) and all skin colors (All Skin Type). It can be done on all desired areas such as mustache, beard, armpits, chest, back, shins, etc., to reduce ingrown hairs as well as help tighten pores and helps to smooth the skin.

(7) YAG for hair removal

It uses the energy of YAG Laser while the energy wave is sent out. The heat from the laser energy will bind to the root of the hair. Then the hair roots will eventually stop growing and shrink down. Then, the hair will gradually fall away and never come back up again.

(8) C&B (Clear and Brilliant)

It uses a diode laser energy controlled by an embedded processing system (Embedded Processor). The laser has a deep level of energy in the skin layer which releases a large amount of fractional laser energy to the skin cells gently without causing skin cell damage or wounds to stimulate skin cell turnover and creation of collagen in skin cells. The level of power from the computer is precisely controlled.

Facial Shape Surgery

(1) Botox for dissolving muscles in specific parts, reduces the jaw, and adjusts the face shape

Botox or Botulinum toxin is a pure natural protein substance that causes the muscles in the area that have received Botox to relax and become smaller. It is able to adjust the shape of the face to be slender, reduce the appearance of wrinkles, and firmer and smoother skin. It also helps inhibit the production of sweat. Botox injections are therefore very popular nowadays because there is no recovery period and no scar after the procedure.

(2) Filler for filling deep grooves, adjusts the shape of the slender face, lifts and tightens the skin

Filler contains with hyaluronic acid or what is medically called Hyaluronic Acid (HA). It has many types that each type has different properties such as filling deep grooves to be shallow, reducing wrinkles and being used to create dimensions on the face under the eyes, temples, chin, cheeks, including adding plumpness to the lips. Fillers are another option to fill, adjust the face shape, or solve the problem directly. It can see results quickly and clearly without recovery time.

(3) Thermage Laser for facial skin tightening, collagen stimulation and tighten pores

Thermage is a laser that emits radiofrequency thermal energy to the dermis layer as deep as the dermis layer (Dermis), which is the deepest part of the skin structure including the subcutaneous fat layer (Subcutaneous), so it can lift and tighten the face effectively.

(4) HIFU laser for face slimming and tightening the face frame

HIFU is a laser program that emits high intensity ultrasound energy to lift and tighten the sagging skin of the face without surgery. It Helps reduce the problem of sagging skin, double wattle, excess fat layer under the chin and sagging cheeks that resulting in a slenderer face.

(5) Ultra-Lifting laser for face slimming and tightening the face frame

Ultra-Lift (Face) is a laser that emits ultrasound energy to 3 skin layers of the face by using a tool with the appropriate temperature in each treated area. Every layer of the skin that receives energy will be lifted and tightened.

Facial treatment

(1) Dermis Cool, pushing vitamins into the skin deeply

Dermis Cool is a skin care treatment by introducing vitamins into the skin cells and using light therapy (Cool Mesoporation and Light Therapy) to restore and nourish deep skin cells. It uses energy waves coupled with cold energy and LED light pushes vitamins into the skin cells.

(2) Triple Bright pushing vitamins into the skin deeply

It is the use of special ultrasound waves to rejuvenate the skin and tighten the body. Triple Bright provides reconditioning the cell coating (Extracellular Matrixes) under the skin layer, resulting in precise control of the depth and energy of the wave to stimulate the production of Fibroblast cells, which are an important part of the production of collagen and elastin under the skin.

(3) Meno Aura to poke the skin, mask the skin and pushe vitamins into the skin

It is a deep facial skin care in 3 steps instantly by using a small needle to provoke the vitamin to stimulate at the skin cell level without feeling pain. It helps create collagen to revitalize the skin by pushing vitamins and skin food to the deep layers of the skin with ultrasound waves. It makes the vitamin absorb into the skin well and see results quickly that increase the efficiency of applying nourishing cream. Thus, it would help in the treatment of acne scars, reduce dark spots from general wounds, treat freckles, blemishes and brighten the skin. The last step is facial mask to allow the vitamins in the first 2 steps to penetrate the skin more effectively.

(4) Face Cell for deeply nourishes the skin to be smooth and radiant skin

It is to absorb a concentrated vitamin into the skin. The main ingredients are Stem Cell vitreous and skin nourishing vitamins that help stimulates, revitalizes skin cells from the inside, make dark spots and wrinkles fade away, and facial skin looks radiant smooth if having continuous treatment.

(5) Multivitamin addition (SUPER AURA)

The addition of multivitamin to allow the skin cells to receive nutrients fully, stimulate the body to refresh and stimulates collagen production for radiant skin.

Slimming

(1) Master Slim Line

It is an injection of a peptide that mimics a natural hormone called GLP-1, which is already present in the body. It is a substance that results in reducing hunger, feeling full easily and longer. It makes it easier for those who want to lose weight. By subcutaneous injection, it is not absorbed through the liver and kidneys. Thus, the body can decompose causing no residue in the body and safe to use in conjunction with other medicines.

(2) EXILIS to dissolve fat, adjust the proportions throughout the body

It uses a unipolar high frequency radio frequency that transmits continuous specific energy (Focused Continuous Monopolar RF) to the dermis or subcutaneous fat layer. It causes heat within the subcutaneous fat layer that will induce the death of fat cells (Apoptosis) naturally which can eliminate fat and stimulate the creation of new collagen molecules to be better arranged resulting in reduced fat and lift at the same time which can be done for both face and body.

1.2.2.4 Product Sales and Aftercare

The hospital provides customer care services after surgery and hair transplantation services, such as programs after breast augmentation by electrical stimulation, light therapy and breast tightening massage by physical therapists, hair transplant care programs, and care programs after liposuction surgery by using radio frequency energy (Radio Frequency: RF) to help break down cellulite and fascia, slimming that the customers can come in for services after liposuction for 1 month or more, which can come in 1-2 times a week. It also includes the sale of self-care products after surgery, such as the Support Bra for breast augmentation surgery, Forehead bandage for eyebrow lift surgery, etc.

The four services consist of (1) surgical services, (2) hair transplant services, (3) skin care and laser services, and (4) post-surgery care. Customers will receive services from specialist doctors directly according to the requirements of the Medical Council. There are also nurses who are assistants to physicians according to the scope of work of nurses (Job Descriptions) set by the hospital. In addition, in the process of doing each procedure, it will be signed by the operating physician in dermatologic procedures, such as those who sign the Operation Note of the laser must be a doctor only, which the company always checks so that customers can be confident that the services of the hospital are taking into account the customers' safety is the most important thing.

1.2.2.5 Other hospital business services

In addition to the services mentioned above, the hospital also has income from other hospital business services such as health check-ups before surgery, etc.

1.2.2.6 Development of products and services

The hospital focuses on continuously improving the service by recruiting new modern technologies, popular cosmetic techniques, as well as updating cosmetic surgery trends all the time to provide services that meet the needs of customers in all aspects. The hospital supports medical teams to attend training and seminars abroad to acquire knowledge and new cosmetic surgery techniques and continuously develop potential.

In 2022, Masterpiece Hospital Has made an agreement with a famous Korean surgeon training institute, Korean College of Cosmetic Surgery (KCCS) and Face Design Institute, which are recognized by surgeons in many countries around the world, especially Thailand, Singapore, Malaysia and Indonesia who are interested in Korean plastic surgery. The hospital is interested in the aforementioned surgery, therefore, made an agreement with both institutions to jointly select 3 medical professors who specialize in maxillofacial contouring surgery, eye and nose surgery, and skin care procedures. All 3 medical professors are stationed at Masterpiece Hospital and provide consultation between doctors and doctors to achieve the development of the medical team of the hospital to have knowledge, skills, abilities comparable to the beauty standards of Korea. The hospital foresees that the medical team can attend training or consult with medical teachers from Korea closely. As a result, the medical team can continuously learn and develop themselves causing a leap forward in development. This is different from the medical team traveling abroad for training in a short period of time that only less than a week at a time and it is just listening to the training or observing in the classroom only. In addition, surgical surgery is a complex surgery that requires a very high level of expertise. Therefore, the hospital focuses on developing the potential of medical personnel to develop skills to become a hospital Number One Surgery in the country. However, the contract between KCCS Institute and Face Design with the hospital is a privilege (Exclusivity) in sending medical professors as consultants and giving advice on procedures to doctors in the hospital in Thailand alone. The contract has a period of 6 months and when the contract expires, the contract can be automatically renewed for another 6 months. The contract with KCCS started on May 1, 2022 and the contract with Face Design started on March 1, 2022. The Company has already renewed the contract with Face Design on September 1, 2022. The hospital plans to renew the contract with both institutions in the future.

In addition, the hospital itself also pays attention to the development of customer service in other dimensions, such as the service of the hospital's staff, answering questions, providing detailed information, speediness of service and convenience, etc. in order to be able to better serve and meet the needs of target customers.

1.2.2.7 Potential for providing services

Capacity

As of December 31, 2022, the hospital has 7 operating rooms for surgery, which can provide up to 40,880 hours of service per year with the following service capacity:

Capacity	Unit	For the end of December 31		
		2020	2021	2022
Number of operating rooms	Room	7	7	7
Number of service hours ⁽¹⁾	Hours per year	21,704	20,531	38,345
Maximum service capacity ⁽²⁾	Hours per year	30,660	30,660	40,880
Service rate(3)	%	70.79%	66.96%	93.80%

For the year ended December 31, 2020-2022, the hospital's service rate was 70.79 percent, 66.96 percent, and 93.80 percent, respectively.

For the year ended December 31, 2022, the hospital has a service rate of 93.80% as a result of the number of surgical cases increasing in 2022. Besides, the hospital has increased the operating room hours from 12 hours per day to 16 hours per day.

1.2.2.8 Characteristics of target customers

Company's customer group is a group of customers aged 20 years and over, both men and women which can be divided into 3 groups as follows:

Customers under the age of 25

Nowadays, plastic surgery is popular and widely accepted. As a result, the age of those who are interested in receiving the surgery is reduced. Most of the clients under the age of 25 are clients who have undergone surgery for the first time. It is popular to do basic surgery such as Double Eyelid Surgery and Rhinoplasty.

Customers in the age range of 25-50 years old

The group of customers in the working-age or middle-aged age range of 25-50 years is a group of customers with purchasing power. There are many types of surgeries that are popular in all forms, such as Double Eyelid Surgery, Rhinoplasty Breast, Augmentation Surgery, Body shape correction, Liposuction surgery, and Hair transplant surgery. Most of them will focus on beauty enhancement and increase self-confidence.

Customers in the age group over 50 years old

Customers in the age group over 50 years old are customers with purchasing power. Most of them focus on surgery to maintain the original condition of the face and body, such as Eyebrow Lifting and Forehead Lift Surgery to reduce sagging caused by aging, Abdominoplasty and Upper Arm Cut Surgery, Hair transplantation to correct baldness, thinning hair, which can occur in both males and females, etc. Plastic surgery is not only a beauty enhancement. In some types of surgery, it can also be a medical treatment, for example Double Eyelid Surgery to correct muscle weakness or drooping eyelids that causing eyelashes to pierce in the eyeballs, etc.

1.2.3 Marketing and Competition

1.2.3.1 Distribution channel

The Company has a single place of business which is Masterpiece Hospital, located at 115/10 Sukhothai Road, Dusit Subdistrict, Dusit District, Bangkok.

In addition, the Company also has a distribution channel through Agency/Partner who is an individual or juristic person who is interested and has knowledge about surgery by being able to recommend and persuade customers to have surgery with the hospital. The Company has clearly defined qualifications and remuneration for such Agency/Partner. In this regard, the Company has a policy about not accepting individuals or juristic persons who have interests in the Company's employees.

In 2021 and 2022, the Company has income generated from referrals of Agency/Partner representing 5.5 and 12.07 percent of revenue from hospital operations, respectively.

1.2.3.2 Communication channels

Offline communication channels

Customers can contact for information by themselves at the hospital or through a central phone number in order to ask for basic information and make an appointment to see a doctor

Online communication channels

With the advancements in technology in today's era, the hospital can provide convenience in communication in various ways. Most customers will contact for information through online channels of the hospital such as the hospital main website or via social media platforms such as Facebook, Instagram and Line Official as they are convenient and fast channels as well as consistent with customer behavior. Most of the customers tend to research cosmetic surgery and beauty treatment information before making a decision, such as from shared information on social media or reviewing of famous doctors. Therefore, customers can consider the pros and cons of each hospital or clinic and study the preliminary price for the procedure that they are interested in. As the hospital has communication channels available on social media platforms, it positively impacts on creating communication interactions between the hospital and customers. In addition, online communication channels are also significant marketing tools for efficiently reaching target customers both in the form of advertising, distributing information, and advertising targeted customers.

In this regard, the dissemination of media and advertisements through various channels of the hospital is controlled under the supervision of the Department of Health Service Support. The hospital has an official letter of approval for advertisements or announcements related to medical facilities for advertisements via internet media on the Website, Instagram, Line, and Facebook, etc. To publish various advertisements, the hospital will carefully verify that the advertisement is in accordance with the announcement of the Department of Health Service Support on Criteria, Methods, Conditions and Expenses for Advertising or Announcement on Hospitals B.E. 2562, Chapter 2. Article 8 before publishing.



1.2.3.3 Competition

The hospital has been facing intense competition from the opening or expansion of a large number of hospitals or clinics. During the past period, the hospital has direct competitors as private hospitals or clinics that provide specialized cosmetic surgery and beauty services, both large and small competitors.

The hospital has set up a competitive position and strategy by focusing on surgical services, hospital standards, quality and standard sterile tools and equipment, modern operating room system, along with a team of talented and expertise doctors and medical personnel.

Revenue and profit of hospitals and clinics that provide specialized beauty services can be summarized as follows:

List of hospitals/clinics	Service	number of branches	Revenue in 2021 (million baht)	Profit in 2021 (million baht)	Registered capital (million baht)
Yanhee Hospital (Yanhee Hospital Company Limited)	surgery skin and laser dental general medical treatment	1	1,373.98	(91.67)	1,200.00
Apex Medical Center (Apex Medical Center Company Limited)	surgery skin and laser hair transplant dental	19	976.56	198.08	100.00
The Klinique ^{1/} (The Klinique Medical Clinic Public Company Limited)	surgery skin and laser pharmaceutical products	41	1,656.75	205.49	110.00
Siam Laser Clinic (Esthetic Answer Company Limited)	surgery skin and laser hair transplant	19	829.19	(57.10)	31.00
Meko Clinic (Beautyplex Company Limited)	surgery skin and laser	5	198.31	31.72	5.00
Lelux Hospital (Lelux Hospital Company Limited)	surgery skin and laser	4	149.82	1.17	5.00
W Plastic Surgery Hospital ^{2/} (W Aesthetic And Wellness Group Company Limited)	surgery skin and laser	1	139.06	1.38	5.00
Dermaster Beauty Clinic ^{2/} (Dermaster Company Limited)	surgery skin and laser hair transplant skin care products	5	129.47	(25.55)	60.00
Kamol Cosmetic Hospital (MF Surgery Center Company Limited)	surgery skin and laser	1	123.81	1.69	35.00
Vertex Clinic ^{2/} (Vertech Cosmo Company Limited)	surgery skin and laser hair transplant	1	119.91	13.19	27.00
Asia Hospital (Asia Cosmetic Hospital Company Limited)	surgery	1	88.09	9.78	500.00

List of hospitals/clinics	Service	number of branches	Revenue in 2021 (million baht)	Profit in 2021 (million baht)	Registered capital (million baht)
Wannasiri Hospital (Sarun Medical Company Limited)	surgery skin and laser	1	63.14	(54.32)	160.00
S45 Clinic (S45 Medical Group Company Limited)	surgery skin and laser	2	15.34	1.55	1.00

Source: 1. The financial data of the Klinique in 2022 retrieved from SETSMART as of March 8, 2023
 2. CorpusX database of Business Online Public Company Limited, with financial information shown are data from the financial statements for the year 2021, except W Plastic Surgery Hospital, Dermaster Beauty Clinic, and Vertec Clinic with the financial data for the year 2020. The data is arranged in descending order of income and the number of branch information from the websites of each hospital or clinic, accessed on March 8, 2023.

1.2.3.4 Industry Overview

1.2.3.4.1 Surgical industry situation

In 2021, the report by Grand View Research, a US company with more than 8 years of market research experience and expertise in conducting research in many industries including the hospital industry, stated that the global surgical market is valued at more than US\$ 63.4 billion, or about 2.2 trillion baht, and it is expected that during the year 2022 to 2030, the global surgical market is expected to grow at a compounded average rate ("Compounded Annual Growth Rate" or "CAGR") at 9.6% per year (Source: Grand View Research. Cosmetic Surgery and Procedure Market Report, 2022-2030, from <https://www.grandviewresearch.com/industry-analysis/cosmetic-surgery-procedure-market>)

Whereas Allied Market Research, an Indian company with more than 9 years of research experience, headquartered in the United States with offices spread across all continents, expected that the value of the global medical tourism market in 2023 may be worth about 3.7 trillion baht, slightly up from 2019, which was before the outbreak of COVID-19, and may reach 8.5 trillion baht in 2027 with a high average growth rate of 12.8% per year (CAGR 2019-2027). The proportion of medical tourists is approximately expected to be dental treatment services at 32%, followed by cosmetic treatment services at 23%, and fertility treatment services at 19% (Source: Krungthai COMPASS. (2022), Restarting the Medical Hub takes Thai economy through the COVID-19 crisis, from https://krungthai.com/Download/economyresources/EconomyResourcesDownload__467Medical__Hub.pdf).

The ASIAN Academy of Facial Plastic and Reconstructive Surgery found that during the years of 2017-2019, the beauty and cosmetic surgery market in Thailand has grown progressively with a value of approximately 3.0 billion baht, 3.6 billion baht, and 3.9 - 4.3 billion baht, respectively. There were an average of 130,000 people receiving surgery services, both surgical and skin care. A key growth factor come from the perception of people that becoming more accepting and open to beauty treatments and surgery services as well as paying more attention to self-care (Source: Bangkok Business. (2021). Keep an eye on "cosmetic surgery market" after "opening the country", from <https://www.bangkokbiznews.com/social/971782>)

The Tourism Authority of Thailand (TAT) stated that Thailand is the 3rd beauty center in Asia, the beauty industry in Thailand can generate income from tourists who come in for cosmetic and surgical services as foreigners are confident in experiences, skills, and expertise of Thai doctors with similar standards to hospitals in Europe. Thailand is therefore chosen for cosmetic and surgical services. While in 2020-2021, the cosmetic and surgical market has slowed down due to the concerns about safety from COVID-19. Moreover, as a

result of the COVID-19 epidemic, the impact of economic factors, reduced purchasing power, as well as country closures, resulted in an unable of entering to Thailand for foreign clients to have cosmetic surgery and related services. However, most of clinics and hospitals that provide beauty services have adapted by various ways and taken measures in preventing the COVID-19 infection to ensure that customers who have services can be confident and safe. Additionally, there were many cases of customers, who received a work from home or work from anywhere policy during COVID-19 which no need to go to work at the office, decided to have surgery and services as after undergoing surgery, they were able to recover at home. Such services include removing the silicone breast augmentation, butt lift and buttocks fat grafting, oral and maxillofacial surgery, and maxillofacial, etc. In addition, as indicated in Krungthep Turakij in November 2021, it was expected that the market of Thai plastic surgery would recover by 15.0%-20.0% after opening the country, which would result in foreign customers coming to get plastic surgery in Thailand (Source: Base Digital economy. (2022). Plastic surgery in Thailand, worth 40 billion, signaling a recovery of 15-20% growth. From <https://www.thansettakij.com/business/512913>).

At present, the price of cosmetic surgery that occurs in high-end and large hospitals are all quite high and tends to continue to rise as the reason of the cost and quality in terms of tools, equipment and surgical techniques of surgeons which use modern technology to help in analyzing surgery for more efficiency. This is in line with the trend in plastic surgery for recent customers who want to look good or beautiful in their own way and style, and customers have the ability to pay for the best for themselves. However, every customers always need consultation or analysis from specialist doctors before deciding to have surgery in order to be confident in the results obtained from the surgery service. (Source: Cosmetic Surgery Center Bangmod Hospital, Penetrating the behavior of young people undergoing surgery in the new era who do not want to be like anyone and do not care about the price. From <https://www.bangmodaesthetic.com/article/content18112019>)

In the pre-COVID-19 period, the beauty market grew exponentially. As a result, many investors came to open numerous beauty clinics which affected the competition in the surgery business in high level. Business owners must compete in terms of prices and promotions. From gathering information from the news agency, it was estimated that during the year 2019, there were more than 3,000-4,000 beauty clinics in Thailand, divided into 1) hospitals, 2) a group of clinics with multiple established branches, and 3) general clinics. (Source: Manager Online. (2019). Beauty Clinic, boiling sea, insiders want to go out, outsiders want to enter. From <https://m.mgronline.com/business/detail/9620000090151>). However, in 2020-2021, from the situation of the epidemic of COVID-19, some clinics were closed or reduced the number of branches due to being unable to cope with the burden of rent and employees remuneration. But, after the epidemic situation of COVID-19 subsides, the number of beauty clinics has been expected to increase due to their ease of operation and uncomplicated operation.

1.2.3.4.2 Market trends and related factors

In the past, most of cosmetic surgery was done for the correction of facial defects arising from a congenital defect or from an accident in order to be able to live in society with usual and normal appearance. Moreover, plastic surgery was quite difficult and complicated, it took a long time to surgery and the results were not as good as expected. Subsequently, medical science has developed rapidly and there were various new techniques that have been invented and better equipment and technology have been adapted which could make consumers have more confidence in surgery. Nowadays, plastic surgery is not just about beauty, but also to develop a personality to look better and be accepted by focusing on surgery and beauty services to make customers look good and natural. This reflects customer behaviors that seek to increase self-confidence

and self-care. In addition, plastic surgery is also widespread and no longer need to be concealed like in the past. One important factor that results in the popularity of plastic surgery of customers is to be influenced by celebrities or famous people from both domestic and foreign countries, especially the trend from popular stars or singers from Korea who focus on having a beautiful face under the consideration and conception that cosmetic surgery is necessary. Many people prefer double eyelid surgery to have bright and round eyes, beautiful nose surgery, and V-shaped facial surgery (V-Line) for a small facial structure. In addition, various hospitals also published before and after surgery photos through various media such as the Internet, print medias, etc. Consumers are therefore motivated to want to do cosmetic surgery for making them look beautiful as Korean stars or singers. Meanwhile, the age group of customers who want to have surgery has expanded to a higher and wider level, not only limited to working people or teenagers, but also includes the elderly. As a result, the surgery industry is growing rapidly and there are other factors related as follows:

1. Entering an aging society

Entering an aging society supports and affects the demand for more technologically advanced beauty services. At the beginning of the year 2022, Thailand had elderly people or people over 60-years-old about 12.1 million people or 18.3 percent. The secretary-general of the Foundation of Thai Gerontology Research and Development institute (TGRi) expected that by 2022, Thailand will become a completely aged society (Aged Society), with a population aged 60 years or more, more than 20.0 percent of the population, and in the next 9 years, in 2031, Thailand will enter to the Super-Aged Society with a population aged 60 years and over, more than 28% of the total population of the country (Source: TNN ONLINE. (2022). Year 2022, stepping into a full-fledged aging society. From <https://www.tnnthailand.com/news/health/103902/>)

2. Government support policy

The promoting Thailand as “International Health Center” according to the development strategy of Thailand prepared by Department of Health Service Support in line with the current “Health Tourism Policy” (Ministry of Tourism of Thailand) that has become popular with tourists around the world. According to Allied Market Research, it is estimated that the value of the medical tourism market in Thailand in 2023 will be worth approximately 310 billion baht and may reach 760 billion baht in 2027 with an average annual growth rate of 13.2% (CAGR 2019-2027), with approximately 7.7 million medical tourists visiting Thailand for medical services. From global market trends, the medical tourism market in Thailand has great potential for growth since Thailand is well equipped to provide treatment and has strong supporting factors. Thailand is also a top priority destination of medical tourists around the world. According to data, the 2019, it was found that medical tourists in Thailand used the services of “dental services” the most, accounting for about 38 percent of the number of medical tourists in Thailand, while “cosmetic surgery” generated the most income of more than 69 billion baht (Source: Krungthai COMPASS. (2022), Restarting Medical Hub to lead the Thai economy through the crisis of COVID-19. From https://krungthai.com/Download/economyresources/EconomyResourcesDownload__467Medical__Hub.pdf).

3. Changes in consumer behavior in using online media

Nowadays, one of the important marketing tools that enable entrepreneurs or business owners to be able to communicate with consumers in real-time is online media. In addition, online media can help in understanding consumer needs and reaching more customers. As a result, entrepreneurs or business owners can expand their market base and each more customer groups under the use of lower costs than traditional marketing. These are consistent with changes in consumer behavior that mostly use online media to search for information. Correspondingly, it is the main channel for communicating with

other people. Therefore, communicating information, promotions, or long-distance consultation by experts via various online media channels such as Facebook, Instagram, and Line Official, therefore, play a very significant role in marketing in the current era in every business including the cosmetic surgery business.

1.2.4 Procurement of products and services

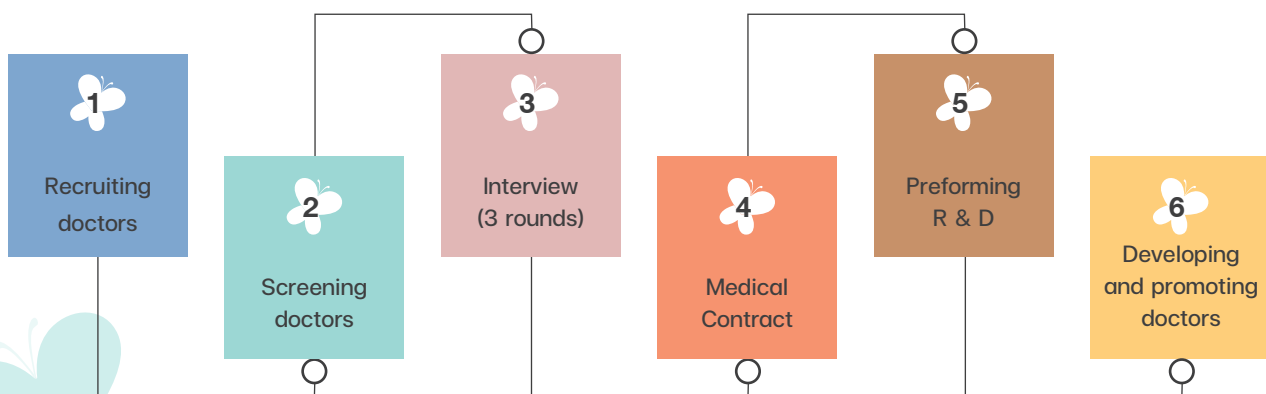
1.2.4.1 Procurement of medical supplies, medicines, medical materials and equipment

The lists of drugs used in the hospital are divided into 2 main categories: 1) Generic drugs such as painkillers, anti-inflammatory drugs, etc., which can be purchased from distributors registered with the Food and Drug Administration (FDA) in general, 2) Narcotics or active substances used for medical purposes which the hospital is licensed to sell drug category 2, which is an active substance with medical benefits purchased from the Food and Drug Administration only.

In procurement of medical supplies, medical materials and equipment. The hospital procures products from legal distributors or official distributors in Thailand that have been certified by the Food and Drug Administration (FDA). The main products are aesthetic materials such as nose silicone, breast augmentation silicone, Endotine and materials that are commonly used in surgery, such as, surgical silk, soft splint for supporting the patient. The hospital always reviews the list of distributors of medicines, medical supplies, medical materials and equipment at least once a year by considering several factors, for examples, quality, price, delivery time, credit term, doctor's needs, demand of the surgical market and the modernization of medical technology, etc. The hospital has ordered medicines, medical supplies, and medical materials and equipment from various vendors with no contract of obligation regarding the purchase with any specific distributor, except in some products that the hospital is necessary to purchase from a specific supplier because that distributor is the only domestic distributor of foreign manufacturers. Currently, as of December 31, 2022, there are 397 distributors registered with the hospital. And the hospital does not have any procurement products from any distributor that exceed 30% of the total purchase value.

1.2.4.2 Procurement of doctors and medical personnel

The hospital significantly pays attention to the selection of doctor since the hospital business relies on doctors and personnel with specific expertise, the hospital is meticulous in procuring, screening and developing doctors so that the selection of doctors is consistent with the culture and philosophy of the hospital. Currently, the hospital has a work that is evident and famous in society and the medical circle. As a result, many doctors are interested in working with the hospital which make the hospital has more opportunities to choose expertise doctors. The procedure for recruiting doctors is as follows:



1. Recruiting doctors

At present, since the hospital has a well-known reputation and work that is evident in society and the medical community resulting in the recommendation and suggestion among doctors and medical groups in terms of rewards from work, development, extension of medical knowledge, and development within the hospital. As a result, many doctors are interested in working with the hospital. Therefore, the hospital or the Company has more opportunities to select doctors and medical professional.

2. Screening doctors

The Company shall examine the preliminary documents of doctors, such as medical license number, specialized field of study including work history. The hospital commonly selects doctors who graduated in specific fields and have no experience in plastic surgery from other hospitals or clinics. Such doctors tend to be a group of doctors who can develop both medical knowledge and attitudes in order to fit into the culture and philosophy of the Company.

3. Interview

After the initial selection of doctors, there will be 3 rounds of interviews as follows:

- 1st Round Interview: Interview with the Deputy Chief Executive Officer about generality, attitudes, character traits and interpersonal skills. The Myers Briggs Type Indicator (MBTI) personality test and the Dominance, Influence, Steadiness and Compliance Personality Test (DISC) shall be used to analyze and understand medical candidates and consider about being able to work with the Company.
- 2nd Round Interview: Interview with Chief Executive Officer and Deputy Chief Executive Officer about work guidelines, concepts, and character traits, in order to select doctors who are compatible with the culture and philosophy of the Company as well as consider about future expectations and expected returns of the candidates.
- 3rd Round Interview: Interview with senior doctors with expertise about medical knowledge and techniques

From the 3 rounds of interviews, it shows that the selection of doctors at the hospital not only focuses on any one aspect, but the hospital emphasizes on the balance of 3 aspects: leadership, social skills used to interact with people (Soft Skills), and skills or abilities used in working (Hard Skills).

4. Medical contract

After passing all 3 rounds of interviews, the hospital shall conclude a contract for the use of the hospital for practicing the arts with the doctors who passed the interview. The contract is a long-term contract with a contract term ranging from 3-10 years, depending on the agreement of both parties. The contract is a standard contract included details and clear agreements as well as details of various responsibilities. Before signing the contract with the Company, the doctors are allowed to read and understand the contents of the contract in detail.



5. Performing R&D case

After agreeing to enter into a contract for the use of the hospital for the practice of art. Newly contracted doctors have to perform 3-5 R&D cases or 10 cases for minor surgical procedures such as eye surgery, etc. Such doctors are required to be assessed in the procedure by senior medical professionals. After passing the assessment, the doctors are able to perform procedures for real customers. Trial cases (R&D) are done to ensure that the newly doctors can efficiency perform a procedure that certainly satisfies the customers.

6. Developing and promoting doctors

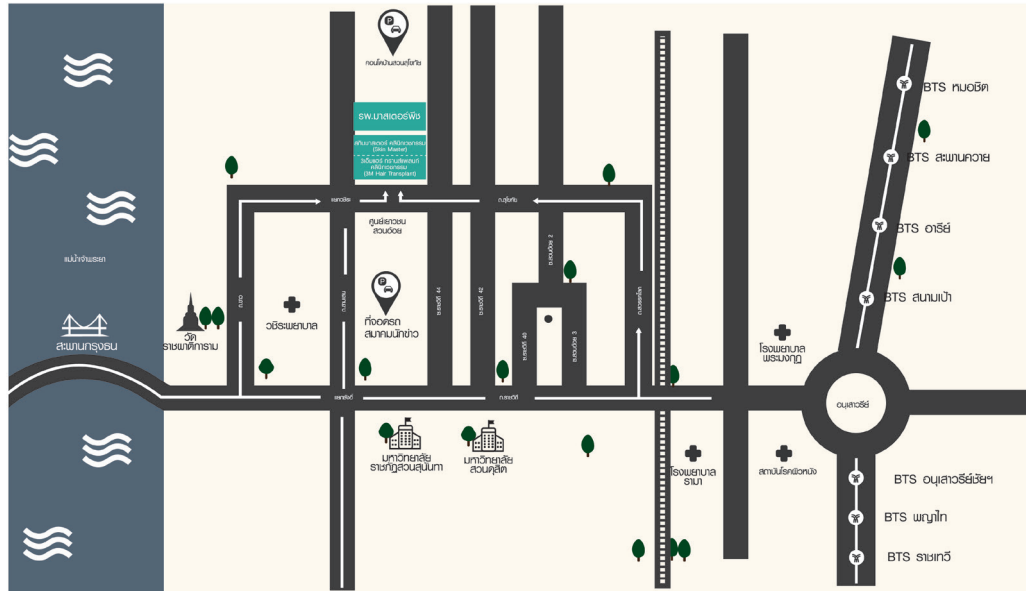
The Company continually develops internal training of doctors since the first day of working by providing senior doctors to give advice surgical techniques and feedbacks. In addition, the hospital has hired professional Korean doctors to be a surgical technical consultant that allow doctors to learn and develop rapidly. Additionally, conceptual and mental development is also important, the Company thus invites high-level Executive Coaches to develop the mind and concept (Mindset) to make the doctors happy in their work. In term of promoting, doctors will be promoted through the hospital's marketing channels in order to make the doctors being well-known in the surgical industry and society. This can create a worthwhile return for doctors in order to maintain doctors to work with the hospital and grow with the Company in the long run. The process of selection and development of doctors resulted in the Company can have qualified doctors according to the medical profession, and able to create customer satisfaction. In addition, as doctors and the Company have concepts and guidelines for working in the same direction, conflicts within the Company can be reduced which will lead to sustainable mutual development.

As of December 31, 2020 - 2022, the hospital has doctors and medical personnel as follows:

Personnel	31 December 2020		31 December 2021		31 December 2022	
	Permanent (Persons)	Part-time (Persons)	Permanent (Persons)	Part-time (Persons)	Permanent (Persons)	Part-time (Persons)
Doctor/Surgeon	10	4	12	12	19	16
Anesthesiologist	2	1	3	1	5	1
Nurse	11	-	10	81	17	13
Nurse anesthetist	2	43	2	20	5	47
Pharmacist	1	1	1	1	1	0
Physical Therapist	1	-	1	-	2	-
Total	27	49	29	115	49	77

1.2.4.3 Hospital establishment

Currently, the location of the hospital is located at 115/10 Sukhothai Road, Dusit Subdistrict, Dusit District, Bangkok.



แผนที่ | โรงพยาบาลมาสเตอร์พีซ
115/10 ถนนสุขุมวิท แขวงดุสิต เขตดุสิต กทม. 10300

Registration and Public Relations Area

The hospital has an area for registration, customer screening area, photo room to support customers and relatives. The hospital also places importance on customer convenience with friendly atmosphere.



Department of Surgery

- customer examination rooms
- 7 Operating Rooms
- 7 In-Patient Department (IPD) Beds
- 10 Consulting Rooms
- Recovery Room and in total 8 beds
- 6 Observation Rooms



Hair Transplant and Hair Treatment Department

- 3 Transplant Rooms
- 1 Hair Care Room
- 1 Microscope Room
- 1 Hair Treatment Room



Skin Care Department

- 1 Treatment Room with 3 beds in total
- 5 Laser Rooms



1.2.5 Assets used in business operations

As of December 31, 2022, the Company has assets used in business operations. It has a net book value of 431.03 million baht, consisting of fixed assets worth 116.13 million baht, intangible assets of 6.74 million baht, and right-of-use assets of 308.16 million baht, which can be summarized as follows (Appeared in Attachment 3: Assets used in business operations):

Fixed Assets

As of December 31, 2022, the Company has fixed assets with a net book value of 116.13 million baht, details as follows:

Fixed Assets	Net book value (Million Baht)
1. Buildings and improvements	54.57
2. Utilities	1.31
3. Medical tools and equipment	35.92
4. Equipment and tools	3.09
5. Furnishings and office equipment	3.15
6. Computer equipment	10.69
7. Vehicles	7.39
Total fixed assets	116.13

Intangible Assets

As of December 31, 2022, the Company has intangible assets, which are computer programs for use in the general business of the Company. It contains accounting system programs, warehouse management accounting software, medical record program and other general operating programs with the book value of 6.74 million baht.

Right-of-use assets

As of December 31, 2022, the Company has total right-of-use assets of 308.16 million baht, consisting of 1) 27-year land and building lease agreement (expires in 2047) for use as an office building location, worth 60.00 million baht 2) Land lease agreement and buildings for 27 years (expires in 2047) for use as a hospital building area worth 60.00 million baht and 3) a 3-year lease agreement for land and buildings, title deeds no. 494 12862 and 12863 (expires in 2024) for use as a dormitory for personnel and parking space worth 188.16 million baht (please see more details in Attachment 3: Assets Used in Business Operations).

In this regard, the meeting of the Board of Directors (Public Company) No. 3/2022 dated August 31, 2022 resolved to approve on the entry into a long-term lease by canceling the old land and building lease agreement, title deed no. 494 12862 and 12863, which has a lease term for 3 years and entered into a new lease agreement in the original title deed that the lease term is 30 years, starting from 1 September 2022 to 31 August 2052.

1.2.6 Undelivered work

-N/A-

1.3 Shareholding Structure of the Company

1.3.1 Shareholding Structure of the Company

As of December 31, 2022, the Company has no subsidiaries or associated companies

1.3.2 Persons who may have conflicts of interest hold more than 10% of shares in subsidiaries or associated companies.

-N/A-

1.3.3 Relationship with major shareholder's business group

-N/A-

1.3.4 Shareholders

1.3.4.1 List of major shareholders

List of top 10 shareholders as of March 16, 2023 can be summarized as follows:

	รายชื่อผู้ถือหุ้น	จำนวนหุ้น	ร้อยละ
1.	Dr. Raweewat Maschamadol, M.D.	118,124,880	49.22
2.	In Glory Investments Limited ¹	40,000,000	16.67
3.	Dr. Pongsak Thammathataree, M.D.	14,696,300	6.12
4.	Mr. Sura Khanittaweekul	6,122,900	2.55
5.	Ms. Pasita Leesakul ²	5,000,120	2.08
6.	Mr. Suksan Yasasin	4,880,000	2.03
7.	Mr. Pricha Songwatana	4,478,125	1.87
8.	Mr. Veerachai Monsintorn	4,453,125	1.86
9.	Mr. Paiboon Sereewattana	3,629,800	1.51
10.	Mr. Monthien Innoy	2,969,750	1.24
Total number of shares		204,355,000	85.15

Note: Information from SETSMART as of March 16, 2023.

^{1.} Dr. Raweewat Maschamadol holds 100% of shares in In Glory Investments Limited.

^{2.} Ms. Pasita Leesakul is the spouse of Dr. Raweewat Maschamadol, M.D.

1.3.4.2 Shareholders' Agreement

-N/A-

1.4 Registered capital and paid-up capital

As of December 31, 2022, the Company has a registered capital of 240,000,000 baht, divided into 240,000,000 ordinary shares with a par value of 1 baht per share and a paid-up capital of 190,000,000 baht, divided into 190,000,000 ordinary shares with a par value of 1 baht per share. The Extraordinary General Meeting of Shareholders of the Company No. 2/2022 held on June 30, 2022 resolved to approve the issuance of newly issued ordinary shares and allotment of newly issued ordinary shares of the Company as follows:

1. Approved to change the par value of ordinary shares from 100 baht per share to 1 baht per share, resulting in the number of ordinary shares of the Company increased from 1,600,000 shares to 160,000,000 shares
2. Approved the registration of the Company's registered capital increase in the amount of 80,000,000 baht from the original 160,000,000 baht to 240,000,000 baht.
3. Approved the allocation of 30,000,000 newly issued ordinary shares of the Company, at the par value of 1 baht per share, to be offered to the existing shareholders proportionately.
4. Approved the allocation of 50,000,000 newly issued ordinary shares of the Company at the par value of 1 baht per share for initial public offering (IPO), including related persons. and/or sponsors of the Company

1.5 Issuance of other securities

-N/A-

1.6 Dividend Payment Policy

Dividend Payment Policy of the Company

The Company has a policy to pay dividends to shareholders at a rate of not less than 50% of the net profit from the separate financial statements of the Company after corporate income tax deduction and allocation of reserve funds of all types as specified in the laws and regulations of the Company.

However, such dividend payment may be changed from the specified depending on necessity and other suitability as the Board of Directors deems appropriate. It was taken into account on various factors mainly for the benefit of shareholders such as economic conditions, operating results and financial status of the Company, financial liquidity, cash flow, reserves for business management business expansion and investment in the future, reserve money for repayment of loans or working capital within the Company, conditions and limitations as specified in the loan agreement and the dividend payment does not significantly affect the normal operations of the Company.

In the case that the Company considered appropriate to pay dividends. The Company must proceed in accordance with relevant laws, rules, regulations or notifications by taking into account the best interests of the Company's shareholders. However, the annual dividend payment must be approved by the shareholders' meeting unless it is an interim dividend payment that the Board of Directors may, from time to time, approve the payment of an interim dividend when the Company is sufficiently profitable to do so. The interim dividend payment then shall be reported to the next shareholders' meeting for acknowledgment.

Dividend Payment Policy of Subsidiaries

Currently, the Company has no subsidiaries. However, the Company has a dividend payment policy for its subsidiaries as follows:

The Company and its subsidiaries have a policy to pay dividends to shareholders at a rate of not less than 50% of the net profit from the separate financial statements of the Company after corporate income tax deduction and allocation of reserve funds of all types as specified in the laws and regulations of the Company and its subsidiaries. However, such dividend payment may be changed from the specified date depending on necessity and other suitability as the Board of Directors and subsidiaries deem appropriate. It was taken into account on various factors mainly for the benefit of shareholders such as economic conditions, operating results and financial status of the Company and its subsidiaries, financial liquidity, cash flow, reserves for business management business expansion and investment in the future, reserve money for repayment of loans or as working capital within the Company and its subsidiaries, conditions and limitations as specified in the loan agreement and the dividend payment does not significantly affect the normal operations of the Company and its subsidiaries. In the case that the Company and its subsidiaries consider it appropriate to pay dividends, they must operate in accordance with relevant laws, regulations, criteria or notifications by taking into account on the interests of the shareholders of the Company and its subsidiaries. Though, annual dividend payments must be approved by the shareholders' meeting unless it is an interim dividend payment, the Board of Directors and its subsidiaries may approve interim dividend payments from time to time when they see that the Company and its subsidiaries are profitable enough to do so. The interim dividend payment then shall be reported to the next shareholders' meeting for acknowledgment.



2. Risk Management

2.1 Policy and risk management plan

The Company realizes on the importance of risk management which is part of good corporate governance and it is an important basis that will help the Company to be able to achieve goals. The management and employees of the Company are aware of their duties responsibility for compliance with risk management processes to control the risk to an acceptable level. As a result, the Company is able to carry out business as planned efficiently.

Practice Guidelines

1. The Board of Directors has appointed the Risk Management Committee to perform supervisory duties, consider giving opinions and recommendations to the management on risk management, approve the risk management system for the entire organization to be consistently effective including encouraging cooperation at all levels of the organization.
2. Identification and control of risks affecting objectives will be systematically established to keep the risk at an acceptable level. The risk management is part of the preparation of annual business plans, management and decision making before investing in projects.
3. Define processes, guidelines and measures for risk management as well as take action to reduce the impact with appropriate and sufficient quality and meets international standards in order to achieve efficiency, develop and determine the direction of risk management in the same way.
4. Risk factors at acceptable risk level and the level of risks that are significant and affect the Company's operations must be approved by the Board of Directors before being implemented.
5. Risk Management Committee has to monitor, review and assess the Company's risk management and report to the Board of Directors for consideration on a regular basis.
6. Risk Management Committee will consider the risk management policy which covers both internally and externally as well as being consistent with the strategy and direction of business operations by covering at least 4 risks as follows:
 - Strategic Risks
 - Operational Risks
 - Financial and Non-Financial Reporting Risks
 - Compliance Risks
7. Employees at all levels and departments are responsible for defining the objectives of the agency and conduct a risk assessment, defining risk indicators including the preparation of reports, documents, manuals, rules and procedures by concerning the risks as well as supervision to ensure compliance with the risk management process that the Company to practice.
8. The Company has promoted and developed the use of modern information technology systems in the Company's risk management process and encourage employees at all levels to access risk management information resources thoroughly.

2.2 Risk factors for the Company's business operations

Investors should consider risk factors including other information appearing in this document carefully before making an investment decision. However, the risk factors specified in this document are based on current and predictable information that can be identified which has some significance. This may negatively affect the value of the Company's shares. However, the risk factors specified in this document are not all risk factors exist. There may be other risks that the Company is not currently aware of or there may be some risk factors that the Company considered that it does not have a significant impact on the Company at the moment but may become a risk factor that affects the Company's performance in the future. Investors should exercise discretion when considering the information carefully.

In addition, forward-thinking statements, estimations, intentions of the Company are appearing in this document such as using the phrase "expects", "believes", "may", "estimates", "plans", "deems", or any other similar words or phrases which is a prediction of what may happen in the future. Therefore, actual results may differ materially from those projected.

2.2.1 Risks related to the business and operations of the Company

2.2.1.1 Risk from intense competition in the industry

Cosmetic surgery is continuously popular in all countries around the world including Thailand where more people prefer to do cosmetic surgery, adjust their face shape to look better to increase satisfaction and boost self-confidence. Due to the medical business related to beauty, there is quite high business competition. It can be seen that there are many entrepreneurs who are beauty clinics in the industry including the number of cosmetic surgery hospitals tend to increase because cosmetic surgery is more open in Thai society. There is a wider age range of customers from 20-50 years old who focus on self-care, especially the face shape and shape to look good, reduce age to look younger, increase the level of self-confidence even more from industrial growth and increasing consumer demand may result in new entrepreneurs gradually entering the market and causing competition in terms of service and price and may affect the Company's performance.

The Company is aware of the risk from such competition. The hospital has a team that continuously studies the behavior and needs of customers that various marketing and public relations plans have been prepared to reach the hospital's customer groups according to the established marketing strategy. The hospital also has a team to provide advice to customers in terms of surgery or various cosmetic services in order for customers to understand more details. In addition, the hospital also has a team of doctors with expertise and experience who providing a wide range of cosmetic surgery services, complete and matching the needs of the customer group and with more than 9 years of experience in the industry. They, therefore, understand obviously on the business trend and direction of cosmetic surgery both domestically and internationally. The Company is consequently confident that even if there are new operators entering the industry and there is more intense competition, the Company expects to be able to maintain the customer base. It can be seen that the Company had total revenues growing steadily in 2020 – 2022. The Company has revenues from hospital operations of 611.06 million baht, 659.51 million baht and 1,482.59 million baht, representing a growth rate of 47.59%, 7.93% and 7.93%. 124.80 respectively, as compared to the same period of the previous year.

2.2.1.2 Risk from changes in cosmetic surgery trends

The trend of cosmetic surgery has been adjusted according to the trend of the world whether it is a preference for the face and body shapes of celebrities, singers, or Western or Asian celebrities. The medical team must follow the trend and learn to use additional medical techniques in performing cosmetic surgery, hair transplantation, body shape and proportion adjustments. In addition, skin care requires modern medical tools and equipment. Therefore, if the Company cannot keep up with the trend of cosmetic surgery, it may not be able to meet the needs of customers and affect the Company's revenue significantly.

The Company has always had a plan to develop the potential of the medical team that when the hospital has medical personnel with different expertise and come from many educational institutions, there is, therefore, a network of surgeons who constantly update beauty trends. The Company has arranged for the medical team to participate in sharing experiences, knowledge and techniques among the medical teams of the hospital to be used as training within the hospital and also encourages doctors to attend specialized technical seminars with world-class medical institutions such as the Korean Collage of Cosmetics Surgery (KCCS), the American Board of Anti-Aging / Regenerative Medicine (ABAARM) and Samsung Medical Center, etc. in 2022.

The hospital has hired 3 medical consultants from Korea who specialize in maxillofacial surgery, Eye and nose surgery, and procedures for skin care and laser to be a consultant to the medical team of the hospital make the medical team of the hospital. Everyone can learn and have access to surgical techniques from world-class medical professors.

In addition, the Company has partners who are world-renowned distributors of medical equipment and devices to provide information about products and technology all the time, enabling the Company to understand and prepare plans to cope with changes in technology and ensure that the Company has provided medical equipment and devices certified by the US Food and Drug Administration (US FDA) and the Thai Food and Drug Administration (FDA) that are safe and efficient in serving customers.

2.2.1.3 Risk from a shortage of doctors or medical personnel

Providing cosmetic surgery services requires qualified doctors and medical personnel with specific expertise. At present, the production of doctors and medical personnel is still insufficient to support the demand from domestic customers and foreign customers who come for more cosmetic surgery. It should result in more medical personnel needed in which such personnel will take a long time to develop their knowledge and skills if the Company is unable to procure or develop a team of doctors and medical personnel with expertise in time. There may be a risk of a shortage of medical personnel and affect future business opportunities.

In the past, the hospital has never experienced a shortage of doctors and medical personnel. However, the hospital recognizes the importance of doctors and medical personnel by promoting the development of the abilities of physicians, increasing the potential of doctors to perform a variety of surgical procedures, exchanging of surgical techniques of the hospital, providing opportunities for doctors to exchange knowledge and discuss cases among doctors, and always training to educate doctors to continuously create knowledge for doctors and medical personnel. It also includes creating corporate values that will help foster strong relationships between employees, forming a good working atmosphere within the hospital to create motivation to work. There is an appropriate and fair remuneration policy. It should be another incentive to help talented doctors and medical personnel come to work at the hospital. The Company is therefore confident that the above actions can reduce the risk of medical shortage can (Please consider more details in Section 1.2.2.3 Procurement of Products and Services)

2.2.1.4 Risk from lawsuits

As of December 31, 2022, the Company has been sued for damages in 2 important cases with a total value of 77.80 million baht, details as follows:

Dispute case 1

In July 2021, the first doctor who was a former medical personnel of the Company has sued the Company that contains with 3 directors (Dr. Raweewat Maschamadol, Miss Lapasrada Lertpanurot and Mr. Pisut Numsa) and admin of the hospital's page. He claimed that the Company and such person jointly defame by advertising on social media with a lawsuit of 15.00 million baht and in April 2022, the first doctor filed a lawsuit against the Company and 3 directors, claiming that the Company breach of contract and making unfair contracts. The lawsuit valued at 9.50 million baht, with a total value of 24.50 million baht.

However, the Company has assessed and expected to win the case because the Company found that in part of the defamation, the Company and the 3 directors did not participate in the Live Broadcast or were in the area. Also, there is no evidence showing that the Company and those 3 directors ordered the admin of the page in the interview. For the contract of the Company, it was found that the first doctor did not comply with the contract and terminated the contract before the expiration of the specified contract. The Company has then sued the first doctor for damages from the termination of the preliminary contract in the amount of 112.88 million baht. In addition, the contract that the Company prepared with the first doctor is a standard contract that has the same or similar terms or contents with other doctors that depended on the agreement between the doctor and the Company.

However, the outcome of the proceedings depends on the court's discretion. According to the current status of the current case, the court has scheduled an appointment to examine witnesses on November 28-30, 2023.

Dispute case 2

In March 2021, the second doctor who was a former medical personnel of the Company had a lawsuit against the Company and one director (Dr. Raweewat Maschamadol) by claiming that the Company unfairly terminated the contract for using the hospital to practice the art of healing with a cause of lawsuit of 53.30 million baht. If the case is unsuccessful in terminating or defending the case, the Company must compensate for damages and record expenses in the maximum amount not exceeding 53.30 million baht.

However, in August 2021, the Company countersued that the second doctor breached the contract with the Company by knowing about the corruption of nurses. This is the reason for the Company in terminating the contract and claiming damages from the breach of contract in the amount of 17.01 million baht and the Company expects to win the case because there is evidence indicating that the 2nd physician was convicted of the above-mentioned corruption of the nurses.

However, the outcome of the proceedings depends on the court's discretion. At present, the court scheduled to examine witnesses on February 22, 2023.

2.2.1.5 Risk of being sued for providing services

As the Company is a business of cosmetic surgery services, the Company therefore pays attention to the procedure and customer satisfaction. Each customer has different expectations for results from the procedure. If the result of the procedure does not meet the customer's expectations and cannot satisfy the customer, it may cause criticism in social media and there may be complaints according to the relevant agencies to the point of suing and prosecuting legal proceedings. As a result, it may affect the reputation and performance of the Company.

However, the Company pays attention to customer satisfaction from the selection process of doctors, so that the doctor has the ability to perform the procedure. It also includes the development of doctors within the organization in collaboration with the Korean Institute of KCCS and Face Design, so that doctors can develop prosthetic techniques and become a qualified doctor who can perform procedures that meet the needs of customers. In addition, the Company has a follow-up of the results of the procedures performed by customers every 1 day, 7 days and 30 days, respectively. If there is an unexpected error from the operation, the Company will consider making corrections for the customer, with the Company being responsible for all expenses. in order to reduce the risk of being sued for providing services.

2.2.1.6 Risk from changes in standards or regulations that will apply to the Company in the future

The Company operates under the supervision of the Ministry of Public Health and other agencies and in operating the business, the Company must have a license to operate a medical facility business and a license to operate a medical facility as specified in the law on medical establishments including other licenses related to the operation of a nursing home. In addition, the Company has a duty to comply with various laws, including various requirements of the ordinances as determined by each locality which various licenses. There is a fixed period which must be renewed periodically and there may be amendments to the laws and/or regulations related to such licenses that may cause the Company any further action is required. For that reason, the Company cannot guarantee that the Company is renewed or delayed in renewal and cannot guarantee that the Company will be able to comply with laws or regulations that may be newly issued. This may have a material negative impact on the Company's business operations and results of operations in the future.

However, the Company has a unit responsible for controlling and supervising the Company. There is practice in accordance with the supervision of the Ministry of Public Health and various agencies, related laws and regulations related to the Company's business operations. It will process the request for renewal of the license every time when it is due including monitoring changes in laws and regulations that affect the business of the Company, labor protection and will comply with various regulatory requirements including new regulations for the Company to be able to plan business operations and plans to support such changes in a timely manner that could allow business to continue without interruption.

2.2.1.7 Impact of Coronavirus Disease 2019 (COVID-19)

The current situation of the epidemic of COVID-19 of Thailand began to unravel more. As a result, the measures to enter the country have been more relaxed since May 1, 2022, for example, the cancellation of the Test&Go system for those with a history of vaccination against COVID-19 and health insurance can enter the country including plans to define a local disease. In the past, the government and various agencies has issued strict measures to control the epidemic situation, including lockdown measures in risky areas by prohibiting travel across the province, prohibition from leaving the dwelling place at a specified time, asking for cooperation from government and private agencies to work from home, refrain from activities that result in gatherings or movements of large numbers of people and to close places with various risks, etc. The Company was affected by the request for cooperation to temporarily close the service only once for a period of 1 month during April 2020, which normally the Company operates in the nature of a hospital, not in the business or a place of service that must be closed. In addition, the spread of COVID-19, accordingly, the demand for beauty treatments decreased because customers wanted to avoid or reduce the risk of contracting COVID-19, which the Company was affected in the short term. There were fewer customers coming in for the service during March and May 2020 and May to June 2021, when the COVID-19 epidemic was severe. However, the decrease in such period is only to delay the surgery or service.

The hospital has safety measures to ensure that customers who receive the service are confident and safe from COVID-19 by measuring the temperature of the service recipients, medical profile inquiry and check for COVID before entering the service rooms, distancing in all areas that are serviced in the hospital, arranging to wear a face mask all the time when receiving services, including doctors, nurses and all staff. The hospital also provided cleaning tools medical equipment and standard operating room including all service areas must be cleaned with disinfectant and let medical personnel receive knowledge training in preventing the spread of COVID-19, etc. In addition, some groups of customers see it as a good time to have surgery because they have a longer recovery time from Working from Home or having extra free time.

2.2.1.8 The risk of withholding tax remittance in the event that the Revenue Department assesses personal income tax for physicians differs from the Company's approach

The Company has entered into a written agreement under “A contract for the use of the hospital for the practice of the art of healing” with a physician for the treatment of patients within the hospital. The objective of the contract is for the doctor to use the Company's premises, equipment, equipment and other services as the physician's patient clinic for treatment and the physician to share the revenue with the Company. The doctor is not an employee, employee or consultant of the Company and not being paid or compensation from the Company in any way. However, the doctor will charge the medical expenses themselves according to the complexity of the disease and assigned the Company to collect medical expenses from patients and collect payments to doctors. The Company will prepare the premises and necessary tools for medical treatment.

Income from medical examinations that doctors receive from the hospital Under the contract for using the hospital for the practice of the art of healing is regarded as compensation for independent professionals under Section 40 (6) of the Revenue Code. Therefore, the hospital does not have to withhold income tax withholding before delivering revenue share to doctors. However, in considering the practice of the Revenue Department regarding the collection of such tax from income from medical examinations, it may be different from the criteria applied by the hospital. Therefore, the hospital may have a risk of not remitting the withholding tax from the physician's income. However, in order to reduce the impact from tax risk factors in the future, the Company has made improvements to the text of the contract for the use of the hospital for the practice of the art of healing by stating that the doctor is responsible for the expenses that may arise from the additional tax assessment that may occur to the Company arising from the case of withholding tax of each physician to be more clearly defined.

2.2.1.9 Risk of reliance on key executives

The Company was founded by Dr. Raweewat Maschamadol, who is an executive who plays an important role in the management of the Company and knowledge experience, expertise as well as being known and famous as a plastic surgeon in the beauty business. Dr. Raweewat Maschamadol has held the position of Chief Executive Officer for more than 9 years. In the past, it mostly depends on the decisions made by the management both the direction of business growth Sales and Marketing Strategy and selection of medical teams, etc. Therefore, the Company may have a risk of relying on key executives.

However, the Company is aware of the risks that may occur. Therefore, there is an internal control system that is sufficient and efficient in accordance with the rules prescribed in the Notification of the Capital Market Supervisory Board. There is an organizational structure with clearly defined components, scope, authority, duties and responsibilities of each department. And there is a system for selecting personnel who

are experienced and suitable for that position. In addition, the Company has a succession plan to manage personnel efficiently. The decentralization of power and the risk can be minimized. The Company has a management team that most of which are personnel working with the Company for a long time resulting in experience, knowledge and understanding of the surgery business as well it also provides regular training for the management team. Thus, it would help to promote various operations systematic and able to grow in the future.

2.2.2 Investment risks of securities holders

2.2.2.1 Risk from major shareholders holding more than 50% of the shares

After this initial public offering, Dr. Raweewat Maschamadol and family will have a total shareholding of 67.97%, which is a significant shareholding and influencing management policy in either direction. It is able to control policies and management in the Company, including being able to control approval of shareholders' meeting resolutions requiring majority votes. Therefore, other shareholders of the Company may be a risk of collecting votes to balance and check the matters proposed by major shareholders at the meeting. However, when considering the management structure of the Company which consists of Board of Directors and Audit Committee, it was found that the management structure has defined the scope of powers, duties and responsibilities of various committees clearly and transparently. It measures for conducting transactions related to directors, major shareholder, person with controlling power including, persons who may have conflicts. Such persons will not have the right to vote in approving that particular transaction including the establishment of an independent audit committee to participate in consideration and decision making for transparency and to build confidence in the shareholders that there is a balance of power and efficient management in management structure of the Company.

In this regard, shares of Dr. Raweewat Maschamadol and Maschamadol's family, 55.00 percent, will be restricted from selling (Silent Period) within 1 year from the date the shares start trading on the stock market according to the regulations of the Stock Exchange of Thailand. The remaining shares, 12.97%, will be restricted from selling within 6 months from the date of commencement of trading on the stock market on the voluntary basis of Dr. Raweewat Maschamadol and Maschamadol's family.

In addition, shares of Mr. Veerachai Monsintorn, Mr. Pricha Songwatana and Mr. Monthien Innoy, totaling 4.95 percent, will be restricted from selling within 6 months from the date of commencement of trading on the stock exchange as voluntary of all 3 shareholders.

2.2.2.2 The risk of selling shares of the Company in the future by existing shareholders, directors and/or executives of the Company after this offering of shares Especially selling a lot of stocks or the expectation that such a sale might occur in the near future that may result in the Company's share trading price to decrease

After this share offering Company share price may decrease due to the sale of shares by existing shareholders, directors and/or executives of the Company or the expectation that there may be a large number of shares being sold, which the Company cannot foresee the impact (if any) on whether the sale of shares in the future or having shares for sale in the future will affect the negatively affecting the Company's share price in the stock market. Massive sale of shares in the stock market after this public offering or the expectation that such a sale will occur. This may negatively affect the Company's stock market price in the stock market and may result in the Company unable to raise funds from the issuance and offering of securities at the time and price that is expected to be appropriate in the future.

2.2.2.3 Risk from the price of the Company's ordinary shares subject to volatility that caused a significant loss to investors who bought the Company's ordinary shares in this share offering

Price of the Company's ordinary shares after this IPO may fluctuate depending on a number of factors that the Company may not be able to control, including:

- Analysts change the Company's performance estimates and advice to buy or sell the Company's ordinary shares.
- Economic conditions, capital markets, and politics both domestically and internationally
- Differences between actual financial performance and the expected financial performance by investors and analysts
- Fluctuations in foreign exchange rates and interest rate fluctuations
- To sell or willing to sell a large number of shares of current shareholders
- Changes in relevant regulations and laws
- Announcement of information of other companies in the same industry as the Company
- Changes in the market valuation and share prices of listed companies on the stock exchange that operate similar businesses to the Company
- Prosecution lawsuits
- Natural disasters
- Other risks that may affect the financial position and performance of the Company

The above factors as well as other factors may affect the market price and demand for the Company's ordinary shares with high volatility. This may limit or prevent investors from selling the Company's ordinary shares at a reasonable price and may negatively affect the liquidity of the Company's ordinary shares. In addition, as can be seen by some countries in the past, when stock market prices fluctuated, shareholders may join together to bring a class action lawsuit against the Company. In defending the lawsuit, the Company may incur a large amount of expenses and if the outcome of the lawsuit is decided in a way that is not beneficial to the Company, the Company may have to pay a large amount of damages and fighting a lawsuit like this by taking a long time and therefore may divert the attention and time of the Company's executives away from normal business operations.



3. Driving Business for Sustainability

3.1 Sustainability Management Policy and Goals

The Company has given importance to conducting business in accordance with the Sustainable Development Goals (SDGs) and has also applied the ESG (Environmental, Social and Governance) principles or business operations with responsibility for the environment, society and good governance) to be applied to the operations of the organization. It has given importance to taking care of and taking into account all groups of stakeholders, both in the economic, social and environmental sectors with morality and ethics. In addition, the Company has complied with the principles of good corporate governance (CG Code 2017), including related laws and practices in order to manage the organization efficiently and grow sustainably in the future.

In this regard, the Board of Directors' Meeting No. 5/2022 on June 14, 2022 has approved the sustainable development policy, with contents related to environmental, social and governance responsibility which covers all 6 areas as a guideline for the Company to conduct business together with being responsible for the environment, society and good governance as follows:

- (1) Operating business with fairness
- (2) Respect for human rights
- (3) Fair treatment of labor and employees
- (4) Customer Responsibility
- (5) Environmental Management
- (6) Social or community development

In 2022, the Company has initiated the application of sustainability principles according to the United Nations Sustainable Development Goals (SDGs) that are consistent with the Company's operations, and conducting business with Environmental, Social, and Governance (ESG) responsibility to consider and adapt to achieve sustainable growth as follows:

- (1) Environmental Responsibility
 - The Company has set goals to reduce environmental impacts. Through various projects that the Company has prepared such as preparing a report on greenhouse gas emissions waste management, etc.
- (2) Social Responsibility
 - The Company evaluates employee satisfaction. Labor welfare is provided in accordance with the law. In addition, employees are encouraged to attend training in order to increase their knowledge and abilities, etc.
 - The Company has organized a social project in 2021, which is the COVID-19 vaccination service center project including plans to make various social projects future increase.
- (3) Governance
 - The Company conducts business with honesty, integrity, ethics and business ethics in accordance with the principles of good corporate governance (CG Code 2017).
 - The Company has a policy against corruption in all forms.
 - Fair treatment of stakeholders in the value chain

3.1.1 Target setting and business operations that support the United Nations Sustainable Development Goals (SDGs)

In 2022, the Company has a desire and determination to develop and grow sustainably and play a part in helping to achieve the United Nations Sustainable Development Goals. The Company has integrated the organization's activities that help respond and correspond to the SDGs goals appropriately. The Company has selected the SDGs Sustainable Development Goals to apply to the Company's operations. The Sustainable Development Goals (SDGs) as defined by the United Nations have a total of 17 goals and can be divided into 5 dimensions: the social dimension (People), the economy dimension (Prosperity), the environment dimension (Planet), the dimension of peace and institutions (Peace), and the dimension of development partner (Partnership. The SDGs targets that the Company has considered selecting and adapting are as follows.) which the SDGs goals that the Company has considered selecting and adapting are as follows:

Selected SDGs targets	Sustainability Dimensions	Company's goals in 2022
<ul style="list-style-type: none"> - Good jobs and growing of economy - Gender Equality - Good quality of education 	Economic/Social Dimension	<ul style="list-style-type: none"> • 19 hours of compulsory training courses for employees • 83 hours of skill-building training courses for employees • 90% of employee engagement goal
<ul style="list-style-type: none"> - Solving global warming problems 	Environmental dimension	<ul style="list-style-type: none"> • Prepare a report on greenhouse gas emissions
<ul style="list-style-type: none"> - Responsible consumption and production 	Environmental dimension	<ul style="list-style-type: none"> • Having waste management and 100% of accurate drugs and dangerous medical supplies

3.2 Managing the impact on stakeholders in the business value chain

3.2.1 Business Value Chain

Primary Activities

(1) The procurement of medicines, medical supplies and medical equipment of modern quality and sufficient to meet the needs

The hospital has a supply of medicines, medical supplies and medical equipment that are modern and of good quality through international standards and taking into account the safety of the service users importantly. It is to increase the competitiveness of the Company and build customer confidence. In addition, the Company has built good relations with the Company's business partners (Suppliers) by having joint meetings every year to strengthen the relationship between high-level executives. There is an exchange of news and information in terms of surgical trends of customers with partners, etc., in order to build a good relationship with such partners. As a result, the Company has the potential to procure medicines and medical supplies more efficiently. This will reduce the cost and time of procurement of the Company's products.

(2) Consultation services and effective surgery and cosmetic procedures that create customer satisfaction

The Company's medical personnel have expertise in cosmetic surgery that be able to provide both consultation and surgery or cosmetic procedures effectively and academically correct that is safe for the service users as well as the expected results. Besides, the quality of service and customer satisfaction is important to the Company and always taken into account. The Company therefore places importance on the selection of personnel and specialist doctors who provide services in the field of surgery and cosmetic procedures. These personnel must have high level of expertise and experience and pass the Company's selection criteria. In addition, it must be evaluated by a team of medical specialists of the Company and is always evaluated for satisfaction from customers who come to use the service in order to improve the quality of service and bring various feedback to be used for further development and improvement. In addition, before the customer receives the service, customers will receive consultations from specialist doctors about various surgeries to provide efficient service and meet the needs of customers.

(3) Having a place or hospital that is modern, clean, hygienic, and has excellent surgical and cosmetic procedures management

The Company places importance on the cleanliness and hygiene of the place, modern equipment and the provision of adequate recovery and operating rooms, which the Company considers as another important factor that will help promote the Company to provide better service to customers and help build confidence for people who come to use the service. Besides, it also includes helping to enhance the good image of the Company. At present, the Company has a total of 7 rooms for cosmetic surgery services. Most of them are small procedures that take about 2-3 hours to recuperate, but the Company has prepared to prepare a total of 15 beds to be used for recuperation, divided into 8 beds used for recuperating after surgery. There are 7 beds used for overnight recovery (IPD) which are sufficient and able to accommodate the various needs of customers, for example, in the event that the service user wishes to recuperate at the hospital, etc. The Company will provide full care service with a team of doctors and nurses to take care of you 24 hours a day.

(4) Marketing and Sales

The Company has mainly used marketing and sales strategies through social media, including various offline media, such as hiring influencers or famous celebrities help review products through various social media, advertise through billboards, distribute flyers, etc. Sales and marketing advertisements are in accordance with the requirements and policies of government regulators. The Company will have a team of personnel to help control and supervise the media and public relations of products or services to meet such requirements before being advertised to third parties.

(5) After sales service

The Company closely follows up and takes care of customers after the procedure. There was a follow-up phone call, including tracking and solving problematic cases by making an appointment to talk or consult a doctor to analyze and find a solution. It also includes taking steps to correct in various cases to make customers satisfied.



(6) Support Activities

Support activities are activities that will help make the main activities continue to be carried out more efficiently which the supporting activities of the Company. It will be in the part of the management and development of human resources of the Company in order to bring knowledge and ability to develop technology and quality of service. In addition, the Company uses the Hospital Information System: HIS to record the customer's history and photo into the electronic system for efficient customer history management. It also includes data processing to allow doctors to diagnose and analyze medical information more accurately and can also use the database to analyze customer behavior. The Company has also implemented a modern and fast Enterprise Resource Planning (ERP) system in the organization to increase the efficiency of storage and backup speed up Increase the efficiency of a good internal control system and to make the accounting and financial system more efficient and stable. It is also a connection between systems together and increase the overall performance of both the main and supporting activities.

3.2.2 Analysis of Stakeholders in Business Value Chain

Stakeholders	Communication Channels	Expectations of Stakeholders	Response
Internal Stakeholders			
Shareholders / Investors	<ul style="list-style-type: none"> Annual General Meeting of Shareholders Annual information report form 56-1 One Report Opening a variety of communication channels such as email, website, telephone or Social Media, etc. 	<ul style="list-style-type: none"> Good performance business is growing Transparent management Equal access to information, disclose accurate and up-to-date information Receive a return that is worth the investment Organizations can adapt themselves to suit the changing era. 	<ul style="list-style-type: none"> Present a 56-1 One report Publicize important news or activities of the Company. through many channels Notification of the shareholders' meeting, dissemination of financial statements and dividend payment through various media channels Apply good corporate governance principles to manage the Company Disclose information to the Stock Exchange of Thailand (SET). Apply ESG principles to the management of the Company to achieve sustainable growth Open a complaint channel or whistleblower

Stakeholders	Communication Channels	Expectations of Stakeholders	Response
Internal Stakeholders			
Customers / Participants doing the procedure	<ul style="list-style-type: none"> Communicate through medical personnel which is considered the Company's main channel Communicate in a variety of channels such as telephone, social media or various applications, etc. 	<ul style="list-style-type: none"> Receive good, quality and impressive service Achieving results that meet expectations There is a follow-up service or follow up after receiving services from the hospital. 	<ul style="list-style-type: none"> Listen to opinions from customers through various channels Develop services of personnel, including various medical equipment to be modern, clean and in a ready-to-service condition Communicate honestly, easily understand and take into account the audience
Employee	<ul style="list-style-type: none"> Listen to the needs of employees within the organization through various channels within the organization. 	<ul style="list-style-type: none"> Have a good working environment The Company has a standard for evaluating the performance of employees. Appropriate welfare for employees Encourage and support employees to develop themselves 	<ul style="list-style-type: none"> Build good relationships between employees and the organization Encourage employees to attend various training courses to increase the potential of employees Communicate the culture of the organization to employees effectively There is a channel for employees to communicate with senior management through the Happily application.
External Stakeholders			
Trade partners / other parties	<ul style="list-style-type: none"> Communicate through meetings between executives and discussions between representatives of the Company through various channels, etc. 	<ul style="list-style-type: none"> Do business with integrity, be honest with business partners and contract counterparts. 	<ul style="list-style-type: none"> Create norms for doing business with partners including creating a manual of ethics in doing business with partners or contract parties
Government agencies / Regulatory bodies	<ul style="list-style-type: none"> Communicate through channels provided by government agencies 	<ul style="list-style-type: none"> Conducting business with transparency, fairness and compliance with the laws of the country including paying attention to society and the surrounding environment. 	<ul style="list-style-type: none"> Organize training for employees and executives to understand the relevant laws, including participation in social responsibility, community and surrounding environment

Stakeholders	Communication Channels	Expectations of Stakeholders	Response
External Stakeholders			
Society and surrounding communities	<ul style="list-style-type: none"> Communicate through a variety of channels that can be forwarded to surrounding society and communities 	<ul style="list-style-type: none"> Entrepreneurs should be aware of the surrounding community and environment. Dedicate some resources to help surrounding communities and society 	<ul style="list-style-type: none"> Conducting CSR in collaboration with surrounding communities and society Apply ESG principles to manage the Company for the Company grow together with society and surrounding communities sustainably and happily

3.3 Environmental Sustainability Management

3.3.1 Environmental policies and practices

Natural resources and the environment are important factors for the ecosystem of this planet. Without proper maintenance, these resources can be depleted and result in environmental problems. The Company, therefore, focuses on participating in reducing the impact on nature and the environment by adhering to the principles of sustainable development, the United Nations SDGs, to create shared values in terms of business, society and the environment. Therefore, in response to the corporate mission of conducting business with social and environmental responsibility, the Company has set environmental management goals covering 4 key areas, namely Power Management, Water Management, Management of Garbage, Waste. and Pollution, and Management of reducing greenhouse gas problems and has defined environmental management as one of the important issues in Environmental, Social and Governance Policy to make the activities of the Company contributed to sustainable growth and reduce environmental impact.

3.3.2 Environmental Performance

Power Management

The surgical hospital business has a relatively high rate of electricity consumption as the medical equipment must be powered and facilities within the hospital at all times. The Company therefore giving importance to the management of energy use for the most efficient and cost-effective use by giving importance to the most cost-effective use of electricity and still being able to maintain operational efficiency, which the Company has started to provide guidelines that can be easily done to all personnel to practice as follows:

- (1) Encouraging all employees to participate in saving electricity by turning off the lights or refraining from using unnecessary electricity.
- (2) Setting the opening and closing time of the air conditioner in the space that is not necessary to be on all the time.
- (3) Choose an air conditioner that is suitable for the size of the room and building. And choose to use air conditioners that are highly efficient and have energy saving label No. 5
- (4) Close the doors, windows and curtains to insulate the heat from outside
- (5) Close the doors and windows completely to prevent the cold from leaking
- (6) Choosing a light bulb with a wattage suitable for use in the room and building
- (7) Maintenance of electrical appliances to keep them in good condition all the time

- (8) Promote knowledge of energy conservation for employees and every visitor who uses the service in the hospital through various signs inside the Company building

Water Management

The Company has encouraged all personnel to know the value of using water for maximum benefit by promoting both knowledge and practical guidelines for using water to create value and to let all employees and executives in the Company was aware of the water shortage. It also includes providing guidelines and examples of the most beneficial use of water. In 2022, the Company has initiated guidelines for using water within the organization as follows:

- (1) The Company has installed a wastewater treatment system to reduce wastewater discharge to the outside environment that is capable of treating 18,000,000 liters of wastewater per year.
- (2) Campaign for all employees and executives to turn off water when not in use and use water only when necessary
- (3) The Company's water supply and wastewater treatment systems are regularly inspected.
- (4) Promote knowledge of water usage for maximum benefit to personnel and all customers who come to use the service in the hospital through various signs in the building
- (5) Always check the water quality within the Company every 4 months

Management of Garbage, Waste and Pollution

The Company has infectious waste disposal and 100% accurate drugs or pharmaceutical products, along with raising awareness and participation of employees. It is carried out in parallel with employee awareness and engagement. Different types of waste of the Company can be divided into 3 types: Type 1 is general waste, Type 2 is infectious waste and Type 3 is drugs and medical supplies that are classified as type 1 narcotics according to the announcement of the Ministry of Public Health. The waste classified as Type 1 will be collected by the Company's personnel before throwing it away, there will be a garbage truck from Bangkok to pick up for landfill or recycling. As for type 2 and type 3 waste, the Company will hire other private companies with expertise to pick up and destroy. The two types of waste (Type 2 and Type 3) have different methods of collection and storage prior to disposal to reduce the potential impact on the environment from polluted waste.

Management of reducing greenhouse gas problems

Climate Change is a crisis that is having a serious impact on every country around the world. Such crises are a result of natural and human actions that affect the environment and people's well-being, such as droughts, floods, etc. It has a continuing impact on the agricultural sector, the food chain and the well-being of the people nutritional status epidemic which are all consequences of climate change. The Company gives priority to management to reduce greenhouse gas problems. It is expected that the business activity that generates the most greenhouse gas emissions is the use of electricity from office air conditioners. Therefore, the Company has measures to maintain air conditioners and asking for cooperation from all employees in reducing unnecessary use of electricity. In 2022, the Company collected data to prepare greenhouse gas emission reports and hired a verifier to measure the amount of greenhouse gas emissions of the Company. The Company then prepared a greenhouse gas emission report for the year 2022.



3.4 Sustainability Management in Social Dimension

3.4.1 Social Policy and Guidelines on Human Rights

Social Policy and Practice

The Company is committed to creating value for the Company along with improving the quality of life, economy, society and the environment of surrounding communities by adhering to the principles of community engagement and showing social responsibility through projects and activities with stakeholders on a continuous basis which is one of the factors that will help develop the economy and society as a whole of the country. In 2022, the Company has initiated social policies and practices that are in line with the Company's operations, focusing on creating shared values in 3 dimensions, namely the environment, economic, and social dimensions, so that communities and surrounding societies grow together with the Company sustainably (It can be found in details in Attachment 4 "Corporate Governance Policy and Guidelines and business ethics", Topic 4.7 "Social Responsibility Policy").

Human Rights Policy and Guidelines

The Company has guidelines for human rights for the Board of Directors, executives and employees to strictly adhere to and promote and respect human rights as well as other cultures, traditions and values to both employees and stakeholders of the Company. The Company also prepares a Business Code of Conduct Handbook that adheres to operating principles in accordance with the Company's good corporate governance policy which covers business ethics Emphasis on human and labor rights Considering quality, security, safety, occupational health, environment and business continuity.

3.4.2 Social Performance

Social Responsibility Projects and Activities

The Company operates social responsibility projects and activities to create shared values between the Company and the community. In 2021 - 2022, the Company has organized social responsibility activities by utilizing the service potential of the Company to help society with the following projects:

Coronavirus (COVID-19) Immunization Service Center Project

Outbreak of COVID-19 in the past few years has greatly affected the way of life and economy of the people in the country. Government officials, including doctors and nurses, have been working hard to reduce the number of infections and deaths. The vaccination of people to prevent infection is considered prevention and solution to disease outbreaks that have been approved by WHO (World Health Organization). Therefore, the Company therefore proposed to be a COVID-19 vaccination center between June and August 2021 to help the government in distributing vaccines to the surrounding community and reduce the impact of the outbreak and infection with the virus.

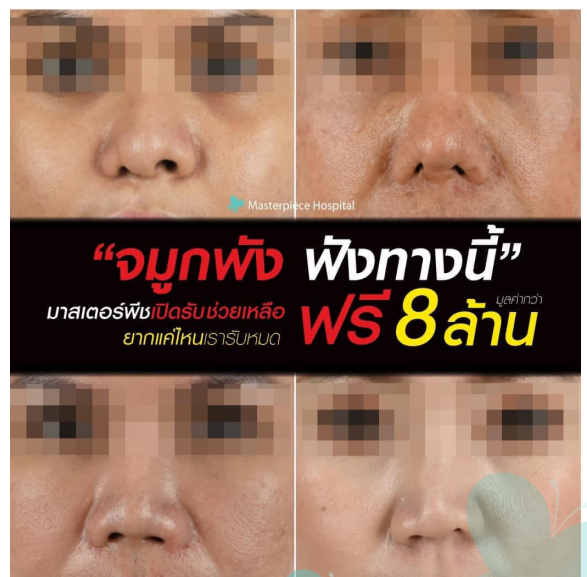
Education Support Project

In 2022, the Company has realized the importance of improving the quality of life of people in society. Therefore, in collaboration with various foundations in awarding scholarships and study materials, including educational media to provide opportunities for children more accessible to education.



Revision Rhinoplasty Project

The Company has a nose surgery project for people affected by poor quality surgery in 2022, in which the Company will help in cases where such nose cases are difficult and complicated correction. In addition, the cost of fixing is quite high. The Company will be responsible for all expenses to help such people regain their confidence in their lives and also helping society and human beings. As of December 31, 2022, the Company has solved 9 cases for people.



Personnel Management, Human Resources and Human Rights Projects

The Company has a social responsibility policy by emphasizing on respecting human rights and fair labor practices. This is in line with the Universal Declaration of Human Rights and the United Nations Guiding Principles on Business and Human Rights (UNGPs). The Company places importance on labor practices and respect for human rights fairly, equally and without discrimination in terms of employment, compensation, promotion, employee training and development without discrimination of gender, age, educational institution, race and religion. The Company also supports employment for underprivileged groups, such as the disabled, the elderly, and those released from prison, in order to create opportunities, create careers and stable incomes as a part of achieving the SDGs agreed upon by the international community. In addition, in order to make all employees and personnel feel connected to the same family as the organization, the Company has set up an employee engagement development plan. In addition, the target score of employee engagement is not less than 90% in 2022. No complaints arising from human rights violations were found in all issues or practices that are inconsistent with human rights laws.

Employees and medical Personnel

The Company treats employees and workers with regard to human rights principles. This includes employment and fair compensation, employee training and development, improving employee engagement and satisfaction management of safety, occupational health and working environment, etc. The Company demonstrates efforts to mitigate risks in employee and labor disputes to maintain competitiveness and attract potential people to attend the event as well as develop employee engagement with the organization in terms of human resource management. The Company also plans manpower to have enough personnel to perform duties and make the business of the Company achieve maximum efficiency. As of December 31, 2022, the Company has a total of 618 full-time employees, 47 non-partial employees and 41 doctors and anesthesiologists, which can be classified have the following:

Total number of personnel	As of 31 December 2022		
	Male	Female	Handicapped
Full Time Employee	170	401	4
Part-Time Employees	6	41	-
Total Employees	176	442	4
Physician	26	9	-
Anesthesiologist	4	2	-
Total Personnel	196	453	4



Employee Training and Medical Personnel

The Company has a project to develop the potential of the Company's personnel through various training by creating human resource development programs to correspond with job positions at each level to support the growth plan of the Company. In addition, the Company also encourages employees at all levels to focus on strengthening organizational engagement through presentations and activities to make employees aware of the Company's values. This will lead to a culture and behavior to work together effectively. The employee satisfaction is measured through the Happily application, which monitors employee feedback through employee emotional temperature checks, with green, yellow and red colors determining the attitude of employees. If it is found that employees are dissatisfied with their work (Red), the Company will inquire and investigate the cause of the problem. If a problem is detected, it will immediately take action to fix the problem in order to make all employees feel happy at work and the work that comes out with quality.

Training course name	Number of employees attending training	Number of hours in training	% of trained employees
Mandatory course			
General Training: Orientation for new employees	66	6 Hrs.	100%
Philosophy/Feedback Culture	66	9 Hrs.	100%
Feedback Culture + Philosophy + Positive Attitude	55	4 Hrs.	100%
Skill building course			
Procedures for treating hand sweating	14	30 Mins	100%
FA Meeting for Communication	20	12 Hrs.	100%
Leadership Coaching Training Program	8	8 Hrs.	100%
7Habits	9	16 Hrs.	100%
ISO/IEC 27001:2013; Awareness and Requirements	32	13 Hrs.	100%

Safety, Occupational Health and Working Environment

In terms of safety, occupational health and working environment, the Company has set up a Committee on Safety, Occupational Health and Working Environment of the Establishment and has continuously supervised safety operations to reduce the risk of illness, injury or death and take care of the quality of life of employees and those who receive the procedure appropriately. The major operations are as follows:

- (1) Compliance with laws related to occupational health and safety
- (2) Rehearsal of Fire escape plans or other emergency evacuation plans
- (3) Supervision of occupational safety and health
- (4) Occupational Health Risk Assessment and Prevention Process
- (5) Personal Safety
- (6) Occupational health and safety training
- (7) Promotion of occupational health and good health of employees
- (8) Promoting and instilling a safety culture

In 2022, the Company has given importance to continuous safety operations in order to reduce the risk of illness, injury or death and appropriately taking care of the quality of life of employees or workers. In 2022, the Company did not find any cases of injuries from work that resulted in lost time. However, all employees have been urged to perform their duties with caution at all times.

Occupational injuries	2022		
	Number of people	Percentage	Change from 2021
Employees who get sick, injured or die from work that causes them to take a day off	-	-	Not increase or decrease

Engagement of Employees and Medical Personnel

In 2022, the Company had 104 employees who voluntarily resigned (Turnover Rate), or 18.21% of the total number of employees. An increase of 11 people or an increase of 11.83 percent from the same period of the previous year. The reason is that the Company had more recruitment of employees that fit the organizational culture. As a result, the number of employees who resigned was reduced. In addition, the Company had to change the structure of the organization to be more modern. The Happily application has also been deployed in the organization to assess employee satisfaction levels which the Happily application will make the Company understand employees more and be able to solve problems in a timely manner.

As for doctors and anesthesiologists, in 2021 and 2022 there were a total of 28 and 41 persons respectively. In 2021, 10 physicians and anesthesiologists canceled/renewed their contracts, representing 35.71% of all physicians and anesthesiologists. It was found that most of the reasons were that part-time doctors and anesthesiologists whose contracts had expired and had other tasks, such as having to use capital or having to travel from other provinces therefore, they considered to not renewing the contract. In 2022, there were 2 doctors and anesthesiologists canceling/not renewing their contracts, representing 4.89% of the total number of doctors and anesthesiologists. The reason why the cancellation / non-renewal of the contract is due to not passing the evaluation process during the physician development period. Though, the reason why the cancellation / non-renewal of the doctor's contract is reduced is because the Company had a process for selecting doctors and anesthesiologists that are more relevant to the organizational culture. As a result, it has obtained physicians and anesthesiologists who have both competence and attitudes that are in the same direction as the organization.

Voluntary Resignation	2021		2022	
	Number of Persons	Percentage	Number of Persons	Percentage
Full-time employees voluntarily leave their jobs	93	30.99	104	18.21
Doctors and anesthesiologists do not voluntarily renew their contracts	10	35.71	2	4.89

* The number of employees who voluntarily resign will be counted only for employees who have passed probation.

As for the employee engagement assessment, the score was 99 percent, higher than the target set by the Company. It is set in 2022, which is expected to be a result of the adoption of the Happily application.

Employee Engagement	2022	
	Assessment Result (%)	Target of the Company (%)
Employees are assessed for employee engagement to the Company.	99.00	90.00

Major labor disputes in the past 3 years

The Company has had one major labor dispute in the past 3 years. In 2019, the Company filed a lawsuit against the Company's former medical personnel (defendants) because such personnel violated the contract. The Court of First Instance and the Court of Appeal have rendered judgments in favor of the Company won the case and ordered the defendant to pay damages totaling 20.8 million baht that the Company has already received compensatory damages in 2021. However, the defendant submitted a petition asking the Supreme Court to consider reducing such damages. Then, the Company filed an answer to the petition stating that the aforementioned defendant's action was a breach of the contract which must compensate for damages as specified in the contract.

Customers

The Company has continually developed surgical techniques and cosmetic crafts to meet customer satisfaction with responsibility, honesty and ethics. In September 2022, the Company received excellent customer satisfaction and there were 20 complaints from customers. The Company has already dealt with such complaints.

Customer Satisfaction	Number of Cases	
	2020	2021
Number of customer complaints	9	20

Community and Society

The Company conducts business with responsibility to the community and society. It focuses on reducing environmental impacts and avoiding operations that may have a negative impact on the quality of life of the community around the workplace. In 2022, there were no complaints from the community on social or environmental issues. The Company has already implemented preventive measures. In addition, the Company has participated in improving the quality of life and promoting participation with the community. Besides, in 2021, the Company has organized a project for vaccination service centers against COVID-19 to the public including surrounding communities.



4. Management Discussion and Analysis

4.1 Analysis of Operations and Financial Status

4.1.1 Overview of business operations and operating results of the Company in the past

The Company operates a cosmetic surgery hospital business under the name of Masterpiece Hospital, that providing comprehensive cosmetic services by a team of specialized medical professionals who have experience and are widely accepted in the field of surgery such as rhinoplasty, breast surgery, liposuction surgery, eyebrow lift surgery, including hair transplantation and skin care services.

In 2020 - 2022, the Company had revenue from hospital operations of 611.06 million baht, 659.51 million baht and 1,482.59 million baht, representing a growth rate of 47.59%, 7.93% and 124.80% respectively. The hospital business continues to grow. This is mainly due to the continuous increase in the number of customers using the service from the popularity and reputation of the Company with service standards and quality according to the hospital quality system standards.

In 2020 - 2022, the Company also had a net profit of 128.55 million baht, 162.80 million baht and 300.92 million baht, representing a net profit margin of 20.89%, 23.59% and 20.20% respectively.

4.1.1.1 Performance Analysis

Analysis of operating results and financial position based on information from the Company's financial statements for the year ended December 31, 2020 - 2022, details are as follows:

4.1.1.2 Revenue from hospital operations

In 2020 - 2022, the Company had revenue from hospital operations of 611.06 million baht, 659.51 million baht and 1,482.59 million baht, representing a growth rate of 47.59%, 7.93% and 124.80% respectively. The details of hospital business for the year 2020 - 2022 can be shown as follows:

Revenue structure from hospital operations	For the year ended December 31					
	2020		2021		2022	
	Million Baht	%	Million Baht	%	Million Baht	%
Revenue from surgery						
- Rhinoplasty	195.44	31.98	224.15	33.99	344.68	23.25
- Breast Surgery	134.52	22.01	90.29	13.69	140.37	9.47
- Liposuction Surgery	77.23	12.64	67.19	10.19	145.19	9.79
- Eyebrow Lifting Surgery	28.20	4.61	46.20	7.01	181.62	12.25
- Other surgeries*	72.66	11.89	98.96	15.01	381.75	25.75
Total revenue from surgery	508.05	83.14	526.79	79.88	1,193.61	80.51
Revenue from skin care	44.72	7.32	39.00	5.91	105.61	7.12
Revenue from hair transplantation and hair care	18.33	3.00	23.32	3.54	89.96	6.07
Revenue from care after surgery	30.21	4.94	35.73	5.42	62.37	4.21
Revenue from other hospital operations	9.74	1.59	34.68	5.26	31.04	2.09
Total revenue from hospital operations	611.06	100.00	659.51	100.00	1,482.59	100.00
<i>Proportion of income from hospital operations to total income (%)</i>	<i>99.31</i>	<i>95.58</i>	<i>99.50</i>			
Other Revenue	4.22	30.47	7.46			
Gross Revenue	615.28	689.98	1,490.05			

* Other surgeries include eye surgery, jaw reduction surgery and abdominoplasty surgery, etc.

Revenue from surgery

In 2020 - 2022, the Company had revenue from surgery of 508.05 million baht, 526.79 million baht and 1,193.61 million baht, representing 83.14%, 79.88% and 80.51% of revenue from hospital operations, respectively. The main revenue from surgery comes from Rhinoplasty, Breast Surgery, Liposuction Surgery and Eyebrow Lift Surgery.

Revenue from surgery	For the year ended December 31		
	2020 Million Baht	2021 Million Baht	2022 Million Baht
Rhinoplasty	195.44	224.15	344.68
<i>Growth rate (decrease) (%)</i>	<i>70.01</i>	<i>14.69</i>	<i>53.77</i>
Breast Surgery	134.52	90.29	140.37
<i>Growth rate (decrease) (%)</i>	<i>68.84</i>	<i>(32.88)</i>	<i>55.47</i>
Liposuction Surgery	77.23	67.19	145.19
<i>Growth rate (decrease) (%)</i>	<i>50.05</i>	<i>(13.01)</i>	<i>116.08</i>
Eyebrow Lifting Surgery	28.20	46.20	181.62
<i>Growth rate (decrease) (%)</i>	<i>31.40</i>	<i>63.86</i>	<i>293.12</i>
Other Surgeries	72.66	98.96	381.75
<i>Growth rate (decrease) (%)</i>	<i>18.10</i>	<i>36.20</i>	<i>285.76</i>
Total revenue from surgery	508.05	526.79	1,193.61
<i>Growth rate (decrease) (%)</i>	<i>54.39</i>	<i>3.69</i>	<i>126.58</i>

In 2020, the Company had revenue from surgery of 508.05 million baht, representing 83.14% of the revenue from hospital operations, an increase of 178.97 million baht or representing a growth rate of 54.39% from 2019 that was mainly caused by Rhinoplasty Surgery of 80.49 million baht, representing a growth rate of 70.01%. It found that Open Rhinoplasty had been popular and had a higher average cost per visit than the Closed Rhinoplasty that was popular in previous years. Also, Breast Surgery and Liposuction were increased by 54.85 million baht and 25.76 million baht, representing a growth rate of 68.84 and 50.05, respectively, from the popularity and reputation of the Company in Breast Surgery and Liposuction Surgery.

In 2021, the Company had revenue from surgery of 526.79 million baht, representing 79.88% of the revenue from hospital operations, an increase of 18.74 million baht or 3.69% growth from 2020, which was caused by Rhinoplasty Surgery that increased by 28.71 million baht, representing a growth rate of 14.69% from the continuous increase in open rhinoplasty from 2020 and eyebrow lift surgery increased by 18.01 million baht, representing a growth rate of 63.86% because the Company promoted through various communication channels to help customers understand the Endoscopic Brow Lift Surgery that has better results than the traditional Brow Lift Surgery and other surgeries that increased by 26.30 million baht, representing a growth rate of 36.20%, mainly from Jaw Reduction Surgery that increased by 14.97 million baht as a result of the Company making a marketing plan For Jaw Reduction Surgery and adding a team of more specialists. In this regard, income from Breast Surgery decreased by 44.23 million baht and Liposuction Surgery decreased by 10.05 million baht, representing a reduction rate of 32.88 percent. 13.01, respectively, from the number of customers who came to use the service decreased.

In 2022, the epidemic situation of COVID-19 resolved and improved significantly than in the same period of the previous year. Company's customers started returning to normal service since the fourth quarter of 2021, including increasing the number of doctors to 41, resulting in being able to support more customers. In addition, the Company focuses more on marketing by establishing a marketing team by operation and increasing sales promotion activities resulting in better marketing efficiency. Also, there are more and more customers coming to receive services by leaps and bounds compared to the same period of the previous year.

Revenue from skin care

Most customers for skin care come from customers who use additional services after using surgery services by providing face-shaping services such as Botox, Filler, Thermage, and Ultera, etc.

In 2020 - 2022, the Company had revenue from skin care of 44.72 million baht, 39.00 million baht and 105.61 million baht, or the ratio of revenue from skin care to revenue from hospital operations of 7.32%, 5.91% and 7.12 percent respectively.

Revenue from hair transplantation and hair care

In 2020 - 2022, the Company has revenue from hair transplantation and hair care of 18.33 million baht, 23.32 million baht and 89.96 million baht or representing the proportion of revenue from hospital operations of 3.00%, 3.54% and 6.07%. Respectively, the main revenue from hair transplantation and hair care is hair transplantation services with FUE and FUT techniques.

In 2020, the Company earned revenue from hair transplantation of 18.33 million baht, representing 3.00 percent of the revenue from hospital operations.

In 2021, the Company earned income from hair transplantation of 23.32 million baht, representing 3.54 percent of the income from hospital operations, an increase of 4.98 million baht or representing a growth rate of 27.16 percent from the year 2020 as a result of Company Focus on marketing more hair transplant services.

In 2022, the Company earned income from hair transplantation of 89.96 million baht, representing 6.07 percent of the income from hospital operations, increasing by 86.42 million baht or representing a growth rate of 285.76 percent from the same period of 2021. Due to the spread of the COVID-19 epidemic, the Company's customers started returning to normal service including the Company's hair transplantation service became famous and popular from continuous marketing.

Revenue from care after surgery

Revenue from care after surgery, including revenue from medication and customer care programs after surgery.

In 2020 - 2022, the Company has revenue from care after surgery of 30.21 million baht, 35.73 million baht and 62.37 million baht or representing the proportion of income from hospital operations of 4.94%, 5.42% and 4.21% respectively.

However, revenue from care after surgery varies according to revenue from surgery. In 2020 - 2022, revenue from care after surgery accounted for the proportion of revenue from surgery at 5.95%, 6.78% and 5.23%, respectively.

Revenue from other hospital operations

Revenue from other hospital operations is revenue from anesthesiologist services that customers request for services in surgeries that do not require the use of general anesthesia. Revenue from overnight room service and income from health check-up services, etc.

In 2020 - 2022, the Company has revenue from other hospital operations of 9.74 million baht, 34.68 million baht and 31.04 million baht or representing the proportion of revenue from hospital operations 1.59%, 5.26% and 2.09% respectively.

In 2020, the Company had revenue from other hospital operations of 9.74 million baht, accounting for 1.59% of revenue from hospital operations.

In 2021, the Company had revenue from other hospital operations of 34.68 million baht, representing 5.26% of the revenue from hospital operations, increasing by 24.93 million baht or representing a growth rate of 255.93% from 2020 due to the main cause come from the Company has earned income from COVID-19 testing services for the general public in the amount of 25.65 million baht from July to September 2021.

In 2022, the Company had revenue from other hospital operations of 31.04 million baht, representing 2.09% of revenue from hospital operations, a decrease of 3.64 million baht or a decrease of 10.50% from the same period of 2021 because the Company did not provide testing services for COVID-19 for the general public as in the same period of 2021.

Other Revenue

Other revenue of the Company is the income that is not related to providing medical services which consists of space rental income, unrealized profit (loss) from the conversion of investments, etc. In the year 2020 - 2022, the Company has other incomes of 4.22 million baht, 30.47 million baht and 7.46 million baht, or accounted for the ratio of other income to total income of 0.69 percent, 4.42 percent and 0.50 percent, respectively.

However, in 2021, the Company received compensation from doctors who violated the contract worth 22.79 million baht, resulting in a significant increase in other income in 2021 (Please see more details in Section 4.1.1.8 under the heading “Display of the Effects of Adjustments that May Impact on Net Profit and Net Profit Margin” of this report).

4.1.1.3 Cost of Hospital Operations

Cost of Hospital Operations	For the year ended December 31		
	2020	2021	2022
	Million Baht	Million Baht	Million Baht
Cost of hospital operations			
Doctor Fee	152.79	142.11	338.36
Medicines, Medical Supplies and Consumables	94.97	113.76	202.09
Compensation for Nurses and Medical Personnel	33.35	37.33	70.74
Rent And Service	0.76	-	-
Depreciation and Amortization	15.15	15.42	16.74
Other Costs	4.13	3.03	13.32
Total Cost of Hospital Operations	301.15	311.65	641.25
Proportion of cost to revenue from hospital operations (%)			
Doctor Fee	25.00	21.55	22.82
Medicines, Medical Supplies and Consumables	15.54	17.25	13.63
Compensation For Nurses and Medical Personnel	5.46	5.66	4.77
Rent and Service	0.12	-	-
Depreciation and Amortization	2.48	2.34	1.13
Other Costs	0.68	0.46	0.90
Total Cost to revenue ratio from hospital operations	49.28	47.25	43.25

In 2020 - 2022, the Company has the cost of hospital operations of 301.15 million baht, 311.65 million baht and 641.25 million baht, or representing the proportion of income from hospital operations of 49.28%, 47.25% and 43.25% respectively. The main costs of operating a hospital business are doctor's fees, drugs, medical supplies, and consumables. and compensation for nurses and medical personnel.

In 2020, the Company had hospital operating costs of 301.15 million baht or 49.28% of the revenue from hospital operations, mainly consisting of doctor fees of 152.79 million baht, drugs, medical supplies and consumables of 94.97 million baht, and Remuneration for nurses and medical personnel 33.35 million baht, representing the proportion of income from hospital operations 25.00%, 15.54% and 5.46% respectively.

In 2021, the Company had hospital operating costs of 311.65 million baht or 47.25% of the revenue from hospital operations, an increase of 10.50 million baht or 3.49% growth from the year 2020 mainly from the increase in drug costs, medical supplies and consumables 18.79 million baht, COVID-19 testing services for the general public during July to September 2021, which is not a direct cost of the Company's main operations (Non-Recurring Items) in the amount of 12.42 million baht. However, the Company's doctor's fees decreased by 10.69 million baht as a result of the recruitment of new doctors, resulting in a decrease in the average doctor's fee rate. decreased by 2.03%, mainly owing to a 3.46% decrease in the ratio of doctor fees to revenue from hospital operations from the acceptance of new doctors. As a result, the average doctor's fee rate decreased and the proportion of medicines, medical supplies and consumables to revenue from hospital operations increased by 1.71 percent from COVID-19 testing services as mentioned above.

In 2022, the Company had the cost of hospital operations in the amount of 641.25 million baht or 43.25 percent of the revenue from hospital operations, increasing by 329.60 million baht or representing a growth rate of 105.76 percent from the same period of the year 2021 that was mainly owing to an increase in doctor fees of 196.25 million baht following the growth of revenue from hospital operations and an increase in the cost of medicines, medical supplies and consumables of 88.33 million baht from the number of customers who used the service. It also includes the remuneration of nurses and medical personnel increased by 33.41 million baht from the number of nurses and medical personnel increasing that was mainly from the drug proportion. The ratio of medical supplies and consumables to revenue from hospital operations decreased by 13.63 percent due to continuous improvement in the control of drug and medical supplies requisition.

4.1.1.4 Gross Profit and Gross Profit Margin

	For the year ended December 31		
	2019	2021	2022
	Million Baht	Million Baht	Million Baht
Revenue from hospital operations	611.06	659.51	1,482.59
Cost of hospital operations	301.15	311.65	641.25
gross profit	309.91	347.86	841.34
<i>Gross Profit Margin (%)</i>	<i>50.72</i>	<i>52.75</i>	<i>56.75</i>

In 2020 - 2022, the Company had gross profit from hospital operations of 309.91 million baht, 347.86 million baht and 841.34 million baht, representing a gross profit margin of 50.72%, 52.75% and 56.75% respectively.

In 2021, the Company had a gross profit from hospital operations of 347.86 million baht, an increase of 37.95 million baht or 12.25 percent from 2020, in line with the increase in revenue from hospital operations. While the gross profit margin increased to 52.75% due to the increase in the number of physicians whose fee rate was lower than the Company's previous average physician fee, it had the average doctor fee rate consequently decreased and management of drug cost, pharmaceuticals and consumables was better.

In 2022, the Company had a gross profit from hospital operations of 841.34 million baht, an increase of 493.48 million baht or 141.86 percent from the same period of 2021, in line with the increase in revenue from hospital operations. While the gross profit margin increased to 56.75 percent due to management of drug cost, pharmaceuticals and consumables was improved consistently.

4.1.1.5 Selling and administrative expenses

Year 2020 - 2022, the Company has selling and administrative expenses of 146.62 million baht, 167.13 million baht and 462.82 million baht or representing 23.83%, 24.22% and 31.06% of total revenue respectively. The changes in selling and administrative expenses can be explained as follows.

Selling Expenses

Major selling expenses consist of sales and marketing staff expenses and marketing expenses. Details of selling expenses for the year 2020 - 2022 can be shown as follows:

Selling expenses structure	For the year ended December 31					
	2020		2021		2022	
	Million baht	%	Million baht	%	Million baht	%
Sales and marketing staff expenses	40.34	59.85	46.39	57.12	134.27	42.82
Marketing expenses	23.40	34.71	30.36	37.39	169.75	54.14
Rent and service	0.10	0.15	-	-	-	-
Utility bills	0.75	1.12	0.91	1.12	5.68	1.81
Depreciation and Amortization	2.81	4.17	3.55	4.37	3.84	1.22
Total Selling Expenses	67.41	100.00	81.20	100.00	313.54	100.00
Proportion of selling expenses to total revenue		10.96		11.77		21.15

In 2020, the Company had sales expenses of 67.41 million baht, accounting for 10.96% of total revenue, mainly consisting of employee expenses of 40.34 million baht and marketing expenses of 23.40 million baht.

In 2021, the Company had selling expenses of 81.20 million baht, representing 11.77 percent of total revenue, an increase of 13.79 million baht or 20.46 percent from the year 2020, that mainly due to the fact that the Company had an increase in marketing expenses of 6.96 million baht from an increase in online advertising of 6.36 million baht. In addition, the Company had an increase in personnel expenses of 6.04 million baht from an increase in employee salaries of 4.65 million baht, which as a result of increasing the number of sales and marketing staff.

In 2022, the Company had selling expenses of 313.54 million baht, representing 21.15% of total revenue, an increase of 232.34 million baht or 286.13% from the same period of 2021, that mainly due to the Company had an increase in marketing expenses of 139.39 million baht from online advertising, large billboards, and credit card fees. In addition, the Company's employee expenses increased by 87.88 million baht from commissions from sales staff and increased employee salaries. This is a result of increasing the number of sales and marketing staff.

Administrative Expenses

Significant administrative expenses consist of Administrative staff expenses, rental and service expenses, utilities expenses, depreciation and amortization expenses, and other administrative expenses in the year 2020 - 2022 can be shown as follows:

Administrative expense structure	For the year ended December 31					
	2020		2021		2022	
	Million baht	%	Million baht	%	Million baht	%
Administrative Staff Expenses	41.22	52.04	53.35	62.09	99.93	66.94
Rent and Service	2.17	2.73	2.89	3.36	4.59	3.07
Utility Bills	1.29	1.62	1.40	1.63	1.88	1.26
Depreciation and Amortization	5.26	6.64	12.02	13.99	14.68	9.83
Other Administrative Expenses	29.28	36.96	16.27	18.93	28.2	18.89
Total administrative expenses	79.21	100.00	85.93	100.00	149.28	100.00
Proportion of administrative expenses to total income		12.87		12.45		10.07

In 2020, the Company had administrative expenses of 79.21 million baht, accounting for 12.87% of total revenue, mainly consisting of employee expenses of 41.22 million baht.

In 2021, the Company had administrative expenses of 85.93 million baht, representing 12.45% of total revenue, an increase of 6.72 million baht or 8.48% from 2020, that mainly due to the fact that the Company had an increase in personnel expenses of 12.13 million baht from an increase in employee salaries of 8.28 million baht and an increase in employee bonuses of 4.43 million baht. In this regard, the Company has entered into an agreement to reduce the rent owing to the COVID-19 situation with the lessor for a period of 5 months and recorded as the difference from the accounting rental reduction in other administrative expenses amounting to 4.01 million baht. The Company also has no expenses from Non-Recurring Items as in 2020, resulting in the Company's overview of administrative expenses slightly increasing.

In 2022, the Company had administrative expenses of 149.28 million baht, representing 10.07 percent of total revenue, an increase of 63.35 million baht or 73.72 percent from the same period of 2021, mainly due to The Company had an increase in employee expenses of 46.58 million baht from an increase in the number of management staff. It also includes recording expenses for estimating damages from litigation in the amount of 8.09 million baht (please see more details in section 4.1.1.8 under the heading "Displaying the impact of adjustments that may affect net profit and profit margin net" of this report) and the Company did not record the difference from the accounting rental reduction in other administrative expenses as in 2021.

4.1.1.6 Financial costs

Year 2020 - 2022, the Company has financial costs of 5.48 million baht, 6.92 million baht and 9.12 million baht, representing 0.89%, 1.00% and 0.61% of the Company's total revenue, respectively. The Company's finance costs consist of interest, loan Interest on finance lease and cost of borrowing expenses.

4.1.1.7 Net Profit and Net Profit Margin

In 2020 - 2022, the Company had a net profit of 128.55 million baht, 162.80 million baht and 300.92 million baht, representing a net profit margin of 20.89%, 23.59% and 20.20% respectively.

In 2021, the Company's net profit margin increased compared to 2020 from 20.89% to 23.59%, mainly due to an increase in gross profit margin from 50.72% to 52.75% in 2020 and 2021 respectively. It was caused by better cost management as mentioned above. In addition, the Company's other income increased, resulting in the Company have a higher net profit margin

In 2022, the Company's net profit margin decreased compared to the same period in 2021 from 23.59% to 20.20%, that mainly due to an increase in selling expenses and administrative expenses from 24.22% to 31.06 percent in the year ended December 31, 2022, respectively.

4.1.1.8 Showing the impact of adjustments that may affect net profit and net profit margin

Compensation income from doctors violating the contract:

In 2021, the Company received compensation from doctors violating the contract for 2 items and recorded in other income totaling 22.79 million baht, divided into:

1. Income from damages from doctors violating contracts in the amount of 20.79 million baht

In 2019, the Company filed a lawsuit against the Company's former medical personnel because such personnel have violated the contract. The Court of First Instance and the Court of Appeal have rendered judgments in favor of the Company. The Company won the case and ordered the defendant to pay damages totaling 20.79 million baht, consisting of damage from termination of the contract in the amount of 12.70 million baht, special remuneration agreed to enter into a contract in the amount of 2.00 million baht, and interest at 15.00 percent, totaling 6.09 million baht, which the Company received compensation. The total damage was done in December 2021 and recorded as other income in 2021 for the whole amount.

However, such defendants or former medical personnel filed a petition. On January 19, 2022, the Supreme Court considered the special compensation amounting to 2.00 million baht and interest at a rate of 15.00% in the amount of 6.09 million baht due to the cautiousness in preparing the financial statements. The Company, therefore, considers reversing other revenue recorded in 2021 by recording advances received in other current liabilities and estimating expenses from litigation in administrative expenses with the amount of 8.09 million baht in the financial statements of the 3rd quarter of 2022.

2. Income from damages from doctors violating contracts in the amount of 2.00 million baht

In 2021, one medical personnel of the Company requested to terminate the contract before the expiration date. The hospital therefore charged damages in the amount of 2.00 million baht as specified in the contract for using the hospital for practicing the arts, which the Company received compensation for damages in August 2021.

Income and expenses from COVID-19 testing services:

In 2021, the Company provided COVID-19 testing services for the general public from July to September 2021 by recording revenue from other hospital operations in the amount of 25.65 million baht and recording expenses from COVID-19 testing services (cost expenses from laboratory analysis) in the amount of 12.42 million baht. Currently, such services are no longer available.

Rent reductions due to the impact of the COVID-19 pandemic:

In 2020 and 2021, the Company made an agreement to reduce the rent due to the situation of COVID-19 with the lessor for a period of 2 months (amount of 2 leases) and 5 months (amount of 3 leases) and recorded as the difference from the accounting rental reduction in administrative expenses in the amount of 0.38 million baht and 4.01 million baht, respectively, which currently does not have the said rental reduction agreement.

Other expenses:

In 2020, the Company had expenses from other non-recurring items in the amount of 7.35 million baht in other administrative expenses, namely loss from asset write-off of 3.85 million baht, lease registration fee of 2.75 million baht, and business transfer fee 0.74 million baht.

Unit: million baht

items	Installment for the year ended 31 December 2020	Installment for the year ended 31 December 2021
Profit before income tax expense	162.18	204.47
Income from damages from doctors who violate contracts	-	(22.79)
Revenue from COVID-19 testing services	-	(25.65)
Expenses from COVID-19 testing services	-	12.42
Rent reduction due to impact of COVID-19	(0.38)	(4.01)
Other expenses	7.35	-
Total improvements	6.97	(40.03)
Profit before income tax expenses (adjusted)	169.15	164.44
income tax expense	(33.63)	(41.67)
Net profit (adjusted)	135.53	122.76
Net Profit Margin (%)	22.03	19.14

From the improvements listed above, it will affect net profit and net profit margin as follows:

In 2020, the Company had a profit before income tax expenses of 162.18 million baht and other expenses totaling 6.97 million baht resulting in the Company had the net profit 135.53 million baht, representing a net profit margin.

In 2021, the Company had a profit before income tax expenses of 204.47 million baht, adjusting the income from damages from doctors violating the contract. Income and expenses from COVID-19 testing services and reduction of rental totaling 40.03 million baht have been resulting in the Company's net profit equal to 122.76 million baht, representing a net profit margin of 19.14%.

4.1.2 Financial position analysis

Description of financial position is an explanation of the consolidated statement of financial position as of December 31, 2020 - 2022 that can be summarized as follows:

4.1.2.1 Assets

As of December 31, 2020 - 2022, the Company has total assets of 489.95 million baht, 599.94 million baht, and 946.60 million baht, respectively.

The Company's core assets as at 31 December 2022 comprise cash and cash equivalents, other current financial assets, plant and equipment, and right-of-use assets. The aforementioned transactions accounted for 70.53 percent of total assets as of December 31, 2022.

Cash and cash equivalents

As of December 31, 2020 - 2022, the Company has cash and cash equivalents of 171.27 million baht, 181.51 million baht, and 97.77 or representing 34.96 percent, 30.25 percent, and 10.33 percent of total assets in each period, respectively. Changes in cash and cash equivalents are affected primarily by an increase or decrease in the Company's net cash from its acquisitions or uses in operating, investing and financing activities (Please see more details in Section 4.1.3 "Cash Flow Analysis" of this report).

Trade and other receivables

As of December 31, 2020 - 2022, the Company had trade and other receivables of 1.39 million baht, 2.79 million baht and 4.91 million baht or representing 0.28 percent, 0.46 percent and 0.52 percent of total assets in each period respectively. Trade and other receivables consist of trade accounts receivable which arises from paying for services by credit card at the end of the period and other receivables such as rental service receivables, advance payments to employees, etc.

Medicines, medical supplies and supplies

As of December 31, 2020 - 2022, the Company had medicines, medical supplies and supplies of 19.83 million baht, 26.41 million baht and 62.51 million baht or representing 4.05%, 4.40% and 6.60% of total assets in each period, respectively. Increase in medicine, medical supplies and supplies were mainly due to the increase in demand in line with the increasing number of customers using the service with medicine, medical supplies and supplies are as follows:

Items	31 December 2020		31 December 2021		31 December 2022	
	Million Baht	%	Million Baht	%	Million Baht	%
Medicine and medical supplies	18.84	95.01	26.63	100.82	63.599	101.68
Consumables	1.37	6.89	0.94	3.54	0.68	1.09
<u>Less:</u> Allowance for diminution in product value	(0.38)	(1.90)	(1.15)	(4.35)	(1.73)	2.77
Medicines, medical supplies and supplies	19.83	100.00	26.41	100.00	62.51	100.00
Proportion of Total Assets		4.05		4.40		6.60

As of December 31, 2020 - 2022, the Company recorded allowance for diminution in product value of 0.38 million baht, 1.15 million baht, and 1.73 million baht, respectively. The recording of the allowance for diminution in value is based on the cost of the drug, expired medical supplies and supplies.

However, the Company has the policies of medicines control, medical supplies and consumables remain at an appropriate level. by ordering medicines, medical supplies and consumables when the stock level drops to the level set to order (Reorder Point). Each order quantity has a different Reorder Point depending on the order period and medicine use estimates medical supplies and consumables for each item, whereby the Company uses historical data in conjunction with future demand trends to create estimates of Reorder Point of pharmaceuticals, medical supplies and consumables.

Other current financial assets

Other current financial assets It consists of investments in short-term debt instruments. The fair value is measured through profit or loss. As of December 31, 2020 - 2022, the Company has the fair value of investments in debt securities of 50.02 million baht, 125.14 million baht and 145.62 million baht, representing 10.21%, 20.86% and 15.38% of total assets for each period, respectively.

Restricted bank deposits

As of December 31, 2020 - 2022, the Company had bank deposits with obligations of 0.23 million baht, 7.73 million baht, and 7.73 million baht, representing 0.05 percent, 1.29 percent, and 0.82 percent of total assets in each period, respectively.

As of December 31, 2020, the Company has a business guarantee contract or guarantee a credit line of credit cards in the amount of 1 credit line of 0.23 million baht and as of December 31, 2021 - 2022, the Company has a guarantee for one additional credit line in the amount of 7.50 million baht.

Building And Equipment

Items	31 December 2020		31 December 2021		31 December 2022	
	Million Baht	%	Million Baht	%	Million Baht	%
Buildings and building improvements	60.40	59.29	57.09	59.67	54.57	46.99
Medical tools and equipment	20.46	20.08	18.47	19.30	35.92	30.93
Utilities	5.31	20.08	3.32	3.47	1.31	1.13
Furnishings and office supplies	4.36	4.28	2.74	2.86	3.15	2.71
Vehicle	6.13	6.01	5.02	5.24	7.39	6.36
Computer equipment	3.08	3.02	6.68	6.98	10.69	9.21
Equipment and tools	2.14	2.10	2.35	2.46	3.09	2.66
Assets under installation	-	-	0.02	0.03	-	-
Total Buildings and Equipment (net)	101.86	100.00	95.68	100.00	116.13	100.00
Proportion of Total Assets		20.79		15.95		12.27

As of December 31, 2020 - 2022, the Company has a net value of buildings and equipment of 101.86 million baht, 95.68 million baht, and 116.13 million baht, representing 20.79 percent, 15.95 percent, and 12.27 percent of total assets in each period, respectively. The majority of the Company consists of buildings and building improvements and medical instruments and equipment.

Buildings and building improvements

As of December 31, 2020 - 2022, the Company has the net value of buildings and building improvements of 60.40 million baht, 57.09 million baht, and 54.57 million baht, representing 12.33%, 9.52%, and 5.76% of total assets in each period, respectively.

Medical tools and Equipment

As of December 31, 2020 - 2022, the Company has the value of medical equipment and tools of 20.46 million baht, 18.47 million baht and 35.92 million baht, representing 4.18%, 3.08% and 3.79% of total assets in each period respectively and as of on December 31, 2020 - 2022, the Company purchased additional medical equipment and tools of 3.21 million baht, 4.41 million baht and 27.68 million baht respectively.

Right-of-use assets

Right-of-use assets consist of long-term leasehold assets under lease agreements, such as land, land and buildings and dental X-rays to recognize in accordance with Thai Financial Reporting Standard No. 16 (TFRS 16).

As of December 31, 2020 - 2022, the Company has the value of rights-of-use assets of 130.70 million baht, 137.82 million baht, and 308.16 million baht, representing 26.68 percent, 22.97 percent, and 32.55 percent of total assets in each period, respectively.

For the year ended December 31, 2021, right-of-use assets increased because the Company making a land and building lease agreement for 1 more item, the lease period is 3 years and the year ended December 31, 2022. The right-of-use assets increased because the Company entered into a long-term lease agreement by canceling the old land and building lease agreement with a 3-year lease term and entering into a new lease agreement with a 30-year lease period from September 1, 2022 to August 31 2595 (Please see additional details in the section Attachment 3, "Properties Used in Business Operations").

4.1.2.2 Liabilities

As of December 31, 2020 - 2022, the Company has total liabilities of 233.60 million baht, 433.29 million baht and 542.85 million baht, representing 47.68%, 72.22% and 57.35% of liabilities and shareholders' equity in each period, respectively.

The main liabilities of the Company as at December 31, 2022 consisted of Trade payables and other payables, service income received in advance, income tax payable and lease liabilities. The aforementioned items are together accounted for 89.35 percent of total liabilities as of December 31, 2022.

Trade payables and other payables

As of December 31, 2020 - 2022, the Company has trade payables and other payables of 22.79 million baht, 40.18 million baht and 74.95 million baht or representing 4.65%, 6.70% and 7.92% of total liabilities and shareholders' equity in each installments, respectively, with the details as follows:

Trade payables and other payables	31 December 2020		31 December 2021		31 December 2022	
	Million Baht	%	Million Baht	%	Million Baht	%
Trade Payable	9.17	40.23	10.72	26.69	17.20	22.95
Doctor Fees Payable	7.38	32.39	12.14	30.22	19.15	25.55
Accrued Expenses	4.11	18.03	14.31	35.61	23.94	31.94
Other Creditors	2.13	9.35	3.01	7.48	14.66	19.56
Total of Trade payable and other payables	22.79	100.00	40.18	100.00	74.95	100.00
Proportion of Liabilities and Equity		4.65		6.70		7.92

Trade Payable

The main trade payables are drug trade payables, medical supplies and consumables. As of December 31, 2020 - 2022, the Company has trade payables of 9.17 million baht, 10.72 million baht and 17.20 million baht or representing 1.87%, 1.79% and 3.17% of liabilities and total of shareholders' equity in each period respectively.

The Company has an average repayment period for the year ended December 31, 2020 - 2022, equal to 10.90 days, 11.65 days and 6.10 days, respectively, which are within the credit term of the product distributor to the Company.

Doctor fees payable

Accrued medical fees are liabilities that have an obligation to pay at the end of that period. The aforementioned items will be paid at the beginning of the next month. As of December 31, 2020 - 2022, the Company has doctor fees payable of 7.38 million baht, 12.14 million baht and 19.15 million baht or representing 1.51%, 2.02% and 3.53% of liabilities and total shareholders' equity in each period, respectively. Because the Company has a continuous increase in the number of doctors, including in 2021, the Company has adjusted the date of payment of medical fees from previously paid every 2nd and 4th Friday of every month to the 5th and 20th of every month, resulting in having more doctor fees payable in 2021 and 2022.

Accrued dividends

As of December 31, 2021, the Company had dividend payable of 151.50 million baht or 25.25% of total liabilities and shareholders' equity. As the Board of Directors' Meeting No. 5/2021 held on December 30, 2021 resolved to approve the interim dividend payment from the Company's retained earnings in total amount of 151.50 million baht at the rate of 150 baht per share and the Company paid the above dividend to shareholders on January 17, 2022.

Service income received in advance

Service income received in advance is the deposit received from the customer before receiving the service and remaining service fees from packages that customers have not yet used the service. As of December 31, 2020 - 2022, the Company has service income received in advance of 39.32 million baht, 58.28 million baht and 72.58 million baht or equivalent to 8.02 percent, 9.72 per cent and 7.67 per cent of total liabilities and shareholders' equity in each period, respectively.

Lease liabilities

As of December 31, 2020 - 2022, the Company has the value of lease liabilities of 134.78 million baht, 147.88 million baht and 306.59 million baht, representing 27.51%, 24.65% and 32.39% of total liabilities and shareholders' equity in each period respectively. There is an increase in lease liabilities for the years ended December 31, 2021 and 2022 because the Company was entering into an additional land and building lease agreement and entering into a long-term lease agreement by canceling the old land and building lease agreement with a 3-year lease term and entering into a new lease agreement with a 30-year lease term From September 1, 2022 to August 31, 2052, as mentioned in the right-of-use assets section.

4.1.2.3 Shareholders' Equity

As of December 31, 2020 - 2022, the Company had shareholders' equity of 256.35 million baht, 166.64 million baht, and 403.75 million baht, respectively, or representing 52.32 percent, 27.78 percent, and 42.65 percent of total liabilities and shareholders' equity in each period, respectively, where the shareholders' equity consists of the issued and paid-up capital, the premium (discount) on the value of ordinary shares and retained earnings, both legal reserve and unappropriated retained earnings.

In 2020, the Company had shareholders' equity of 256.35 million baht, an increase of 198.22 million baht or 341.04 percent from the previous year. From an increase in the remaining paid-up capital of 69.07 million baht on March 25, 2020, the capital increase in such portion resulted in the Company. It has a paid-up registered capital after capital increase totaling 101.00 million baht. Unappropriated retained earnings as of December 31, 2020 remain 152.82 million baht from the increased net profit.

In 2021, the Company had shareholders' equity of 166.64 million baht, a decrease of 89.70 million baht or 34.99 percent from the previous year due to 1) The Board of Directors' Meeting No. 1/2021 held on March 1, 2021 resolved to approve Dividend payment for the year 2020 in the amount of 101.00 million baht, equivalent to a dividend payment of 100 baht per share and 2) The Board of Directors' Meeting No. 5/2021 held on December 30, 2021 resolved to approve the interim dividend payment in the year 2021 in the amount of 151.50 million baht equivalent to a dividend payment of 150 baht per share, with an additional legal reserve of 6.91 million baht. However, unappropriated retained earnings as of December 31, 2021 remain 56.21 million baht.

In 2022, the Company had shareholders' equity of 403.75 million baht, an increase of 237.10 million baht or 142.28 percent from the previous year. In 2022, the Extraordinary General Meeting of Shareholders No. 1/2022 was held on January 14, 2022 approved to increase the registered capital from 101.00 million baht to 160.00 million baht by offering 490,000 shares to existing shareholders at a par value of 100 baht per share, totaling 49.00 million baht and offering shares to Investors in the amount of 100,000 shares at a price of 1,200 baht per share, total value of 120.00 million baht. The Company registered a paid-up capital increase on January 25, 2022 and the Extraordinary General Meeting of Shareholders No. 2/2022 held on June 30, 2022 resolved to approve the change of par value from 100 baht per share to 1 per share and

increase the registered capital from 160.00 million baht to 240.00 million baht by offering new shares to the existing shareholders of 30 million shares at a par value of 1 baht per share, a total value of 30.00 million baht and issuing 50 million shares to support offering of newly issued ordinary shares to the general public for the first time (Initial Public Offering). In addition, the Board of Directors' Meeting No. 2/2022 held on February 25, 2022 resolved to approve the interim dividend payment for the retained earnings for the year 2020 in the amount of 56.34 million baht, equivalent to a dividend payment of 33.45 baht per share, with a legal reserve of 2.82 million baht. Then, the Board of Directors' Meeting No. 5/2022 held on June 14, 2022 resolved to approve interim dividend payment for retained earnings ended March 31, 2022 in the amount of 40.00 million baht, representing a dividend payment of 25.00 baht per share, with a legal reserve of 3.08 million baht. However, the unappropriated retained earnings as of September 30, 2022 remained 179.01 million baht. It is the issuance of shares to be paid as assets of Grace Winner Co., Ltd. The Company has reclassified the transaction from the discount on the business combination under common control in the amount of 0.67 million baht as the discount on ordinary shares.

4.1.3 Cash flow analysis

As of December 31, 2020 - 2022, the Company had cash and cash equivalents of 171.27 million baht, 181.51 million baht, and 97.77 million baht, respectively, or representing 34.96 percent, 30.25 percent, and 10.33 percent of total assets in each period, respectively.

The changes in cash and cash equivalents can be considered from the cash flow summary table as follows:

(Unit: Million Baht)	For the year ended 31 December		
	2020	2021	2022
Net cash from operating activities	172.41	218.26	393.96
Net cash used in investing activities	(62.36)	(98.94)	(228.61)
Net cash used in financing activities	(18.37)	(109.08)	(249.09)
Increase in cash and cash equivalents - Net	91.67	10.24	(83.74)
Cash and cash equivalents at the beginning of the year	79.60	171.27	181.51
Cash and cash equivalents at the end of the year	171.27	181.51	97.77

In 2020, the Company has beginning cash and cash equivalents equal to 79.60 million baht and cash flows from operating activities in the amount of 172.41 million baht resulting from profit before tax of 162.18 million baht, adjusted by the impact of profit before tax as cash received from operations of 33.90 million baht, adjusted by changes in operating assets and liabilities of 4.45 million baht and paid income tax of 28.27 million baht. Most of the changes in operating assets and liabilities were affected by 1) Medicines, medical supplies and supplies increased by 2.08 million baht 2) Trade payables and other payables decreased by 4.44 million baht 3) Service income received in advance increased by 12.72 million baht. However, the Company used cash in investing activities in the amount of 62.36 million baht, mainly from investing in short-term fixed income funds in the amount of 50.01 million baht and in the purchase of equipment in the amount of 9.90 million baht. In addition, the Company used cash in financing activities in the amount of 18.37 million baht, mainly used in repayment of long-term loans from financial institutions in the amount of 14.80 million baht from the acquisition or use of cash flow from all activities mentioned. As mentioned above, the Company's net cash flow in the year increased by 91.67 million baht, resulting in an increase in cash and cash equivalents at the end of the period to 171.27 million baht.

In 2021, the Company has beginning cash and cash equivalents of 171.27 million baht and cash flows from operating activities of 218.26 million baht, resulting from profit before tax of 204.47 million baht, adjusted by the reconciliation of profit before tax as cash paid from operations. 35.30 million baht, adjusted by changes in operating assets and liabilities acquired 19.90 million baht and paid income tax 41.56 million baht. In this regard, changes in operating assets and liabilities were mostly affected by 1) Medicines, medical supplies and supplies, an increase of 7.36 million baht, 2) Trade payables and other payables, an increase of 15.42 million baht, 3) Service income received in advance. an increase of 18.97 million baht. By the way, the Company used cash in investing activities in the amount of 98.94 million baht, mainly from investing in short-term debt instruments in the amount of 75.00 million baht and purchasing equipment in the amount of 11.35 million baht. In addition, the Company used cash in financing activities in the amount of 109.08 million baht, mainly used in paying cash dividends to shareholders of 101.00 million baht from the acquisition or use of cash flow from all activities mentioned above, resulting in the Company's net cash flow in the year increasing by 10.24 million baht, resulting in an increase in cash and cash equivalents at the end of the period to 181.51 million baht.

In 2022, the Company had beginning cash and cash equivalents of 181.51 million baht and cash flows used in operating activities of 393.96 million baht resulting from profit before tax of 377.17 million baht, adjusted by the impact of profit before tax as cash paid from operating assets of 58.21 million baht and adjusted with changes in operating assets and liabilities acquired of 17.50 million baht. Most of the changes in operating assets and liabilities were affected by 1) Medicines, medical supplies and supplies increased by 36.67 million baht 2) trade payables increased by 34.55 million baht. In this regard, the Company used cash in investing activities in the amount of 228.61 million baht, from the purchase of equipment in the amount of 208.01 million baht, including investing in short-term debt instruments in the amount of 20.00 million baht. In addition, the Company used cash in financing activities in the amount of 249.09 million baht, mainly used in paying cash dividends to shareholders in the amount of 416.02 million baht and the Company had cash received from the capital increase in the amount of 199.00 million baht from the acquisition or use of cash flow from all activities mentioned above, resulting in The Company's net cash flow in the year decreased by 83.74 million baht and a decrease in cash and cash equivalents at the end of the period to 97.77 million baht.

4.1.4 Analysis of key financial ratios

4.1.4.1 Liquidity ratio

As of December 31, 2020 - 2022, the Company has liquidity ratios of 2.59 times, 1.19 times and 1.33 times respectively. It shows that the Company has ability to repay current liabilities efficiently.

In 2020, the Company had a liquidity ratio of 2.59 times, increased from 2019 due to the fact that the Company increased registered capital to pay creditors from the acceptance of business transfer on March 25, 2020 and has cash and cash equivalents and other current financial assets increased.

In 2021, the Company had a liquidity ratio of 1.19 times, decreased from 2020 due to the Company has an accrued dividend of 151.50 baht, which is scheduled to be paid on January 17, 2022.

In 2022, the liquidity ratio increased to 1.33 times due to an increase in other current financial assets and current liabilities decreased from accrued dividend payment.

4.1.4.2 Debt to Equity Ratio

As of December 31, 2020 - 2022, the Company has debt to equity ratio of 0.91 times, 2.60 times and 1.34 times respectively.

In 2020, the Company's debt-to-equity ratio decreased from 2019 because the Company increased the remaining paid-up capital from the resolution of the extraordinary general meeting of shareholders No. 3/2019 in the amount of 69.07 million baht. The par value of 100 baht per share on March 25, 2020 resulted in an increase in registered capital from 31.93 million baht in 2019 to 101.00 million baht in 2020.

In 2021, the Company's debt-to-equity ratio increased from 2020 mainly from accrued dividends, trade and other payables, and service income received in advance, increased by 151.50 million baht, 17.39 million baht and 18.97 million baht, respectively, while the shareholders' equity decreased from the dividend payment for the year 2020 in the amount of 101.00 million baht.

In 2022, the Company's debt to equity ratio decreased. Due to the Extraordinary General Meeting of Shareholders No. 1/2022 held on January 14, 2022, there was a resolution to approve the registered capital from 101.00 million baht to 160.00 million baht by offering 490,000 new shares to existing shareholders at par value 100 baht per share, total value 49.00 million baht. It also offered shares to investors in the amount of 100,000 shares at a price of 1,200 baht per share, total value of 120.00 million baht. The Company offered shares to investors in the amount of 100,000 shares at a price of 1,200 baht per share, totaling 120.00 million baht, and the Extraordinary General Meeting of Shareholders No. 2/2022 on June 30, 2022 resolved to approve the change in par value from 100 baht per share to 1 baht per share and increase the registered capital from 160.00 million baht to 240.00 million baht by offering 30 million new shares to existing shareholders with a par value of 1 baht per share, a total value of 30.00 million baht, and issued 50 million shares to support the initial public offering of newly issued ordinary shares, resulting in the capital being issued and fully paid. Then, increased to 190.00 million baht, including the Company has a decrease in debt because the Company paid dividend payable of 151.50 million baht to shareholders of the Company on January 17, 2022.

4.1.4.3 Interest coverage ratio

As of December 31, 2020 - 2022, the Company has an interest coverage ratio of 34.82 times, 35.04 times and 46.22 times, respectively, which is a high level. It reflects the ability of the Company. To repay debt with good interest, the Company has implemented the Financial Reporting Standard No. 16 (TFRS 16) for the first time in 2020, resulting in the interest coverage ratio as of 2020 - 2022.

4.1.4.4 Cash Cycle

As of December 31, 2020 - 2022, Average collection period, Average sales period and average repayment period can be displayed as follows:

Cash Cycle (Days)	For the year ended December 31		
	2020	2021	2022
Average collection period	0.03	0.28	0.26
Average sales period	27.08	25.31	
Average payment period	10.90	11.65	6.10
Cash Cycle	12.03	15.71	19.47

As of December 31, 2020 - 2022, the Company has an average cash cycle of approximately 10 days to 16 days with details of the cash cycle as follows:

In 2020, the Company had a cash cycle of 12.03 days, an increase of 2.20 days from the year 2019, mainly due to an increase in average product sales period of 2.59 days, mostly from drugs, average pharmaceutical supplies and supplies that increased from the increasing demand as the number of customers using the service increases.

In 2021, the Company had a cash cycle of 15.71 days, an increase of 3.68 days from the year 2020, mainly due to an increase in average sales period of 4.18 days, mostly from drugs, average pharmaceutical supplies and supplies increased from increasing demand as the number of customers using the service increases.

In 2022, the Company had a cash cycle of 19.47 days, an increase from 2021, mainly due to a decrease in the average repayment period of 5.55 days.

4.2 Key information from financial statements

To accompany the explanation and analysis of the Company's financial position and operating results, the investors should consider the Company's financial statements and notes to financial statements for the year ended December 31, 2020 - 2022 (audited) as appeared in the attachment of this document respectively.

4.2.1 Summary of Audit Report

List of auditors and auditor's report from the Company's financial statements can be summarized as follows:	Auditor
Audited financial statements of the Company for the fiscal year ended December 31, 2020	By Certified Public Accountant, Mr. Pravit Viwanthananut Certified Public Accountant Registration No. 4917, PV Audit Company Limited, dated March 1, 2021.
Audited financial statements of the Company for the fiscal year ended December 31, 2021	By Certified Public Accountant Ms. Manee Rattanabunnakit, Certified Public Accountant Registration No. 5313, EY Company Limited, dated February 25, 2022.
Audited financial statements of the Company for the fiscal year ended December 31, 2021	By Certified Public Accountant, Ms. Manee Rattanabunnakit, Certified Public Accountant Registration No. 5313, EY Company Limited, dated February 27, 2023.

Summary of financial statement audit report for the year ended 31 December 2020

The auditor has audited the Company's financial statements which consists of the statement of financial position as of December 31, 2020, Statement of Comprehensive Income, Statement of Changes in Shareholders' Equity, and Statement of Cash Flows for the year ended on the same day that include notes to financial statements and a summary of important accounting policies.

The auditor had the opinions that according to the exception of the effect that may occur on comparative figures from the matters mentioned in the Basis for Opinion paragraph conditionally, the financial statements have showed the Company's financial position as of 31 December 2020 as well as operating results and cash flows for the year then ended. It was materially correct as it should be in accordance with financial reporting standards.

Criteria for expressing a conditional opinion

Consolidated statement of comprehensive income for the year ended December 31, 2019 of the Company and its subsidiaries includes the income statement for the period from January 1, 2019 to October 4, 2019 (dissolution date) of Grace Winner Co., Ltd. ("Subsidiary"). The auditor has not been appointed as an auditor of such subsidiary and the auditor was unable to find sufficient appropriate audit evidence regarding the book value of the subsidiaries. The total income of the subsidiaries amounted to 8.79 million baht, representing 2.10 percent of the total income in the consolidated financial statements and the profit for the year of the subsidiaries in the amount of 2.59 million baht, representing 4.05 percent of the profit for the year in the consolidated financial statements for the year ended as of December 31, 2019

Summary of financial statement audit report for the year ended 31 December 2021

The auditor has audited the Company's financial statements which consists of Statement of Financial Position as of December 31, 2021, Statement of Comprehensive Income, Statement of Changes in Shareholders' Equity and Statement of Cash Flows for the year ended on the same day and notes to financial statements including a note summarizing important accounting policies.

The auditor had the opinions that the above financial statements reflect the financial position as of December 31, 2021, operating results and cash flows for the year ended on the same day of the Company. It was materially correct as it should be in accordance with financial reporting standards.

Summary of financial statement audit report for the year ended 31 December 2022

The auditor has audited the Company's financial statements which consists of Statement of Financial Position as of December 31, 2022, Statement of Comprehensive Income, Statement of Changes in Shareholders' Equity, and Statement of Cash Flows for the year ended on the same day and notes to financial statements including a note summarizing important accounting policies.

The auditor views that the above financial statements reflect the financial position as of December 31, 2022, operating results and cash flows for the year ended on the same day of the Company. It was materially correct as it should be in accordance with financial reporting standards.



4.2.2 Summary of financial statements for the year

4.2.2.1 Statement of financial position

Statement of financial position	Financial Statements					
	As of December 31,					
	2020		2021		2022	
	Audited		Audited		Audited	
	(Revised)					
	Million Baht	%	Million Baht	%	Million Baht	%
Current assets						
Cash and cash equivalents	171.27	34.96	181.51	30.25	97.77	10.33
Trade and other receivables	1.39	0.28	2.79	0.46	4.91	0.52
Medicines, medical supplies and supplies	19.83	4.05	26.41	4.40	62.51	6.60
Other current financial assets	50.02	10.21	125.14	20.86	145.62	15.38
Other current assets	2.14	0.44	5.84	0.97	19.95	2.11
Total current assets	244.65	49.93	341.69	56.95	330.76	34.94
Non-current assets						
Restricted bank deposits	0.23	0.05	7.73	1.29	7.73	0.82
building and equipment	101.86	20.79	95.68	15.95	116.13	12.27
Right-of-use assets	130.70	26.68	137.82	22.97	308.16	32.55
intangible assets	3.68	0.75	8.02	1.34	6.74	0.71
Deferred tax assets	4.34	0.89	4.52	0.75	164.87	-
Other non-current assets	4.49	0.92	4.48	0.75	9.08	0.96
Total non-current assets	245.30	50.07	258.24	43.05	615.84	65.06
Total assets	489.95	100.00	599.94	100.00	946.60	100.00
Current liabilities						
Trade payables and other payables	22.79	4.65	40.18	6.70	74.95	7.92
Accrued dividends	-	-	151.50	25.25	-	-
Service income received in advance	39.32	8.02	58.28	9.72	72.58	7.67
Portion of long-term loans due within one year	-	-	-	-	-	-
Current portion of lease liabilities	0.95	0.19	6.97	1.16	15.41	1.63
Income tax payable	24.00	4.90	24.29	4.05	46.31	4.89
Estimate of other current liabilities	7.01	1.43	6.17	1.03	17.93	1.89
Other current liabilities	0.28	0.06	0.48	0.08	21.41	2.26
Total current liabilities	94.34	19.26	287.87	47.98	248.59	26.26

Statement of financial position	Financial Statements					
	As of December 31,					
	2020		2021		2022	
	Audited (Revised)		Audited		Audited	
	Million Baht	%	Million Baht	%	Million Baht	%
Non-current liabilities						
Long-term loans from financial institutions	-	-	-	-	-	-
Lease liabilities - Net of current portion	133.84	27.32	140.91	23.49	291.18	30.76
Provision for long-term employee benefits	2.44	0.50	3.78	0.63	3.06	0.32
Estimate other non-current liabilities	1.65	0.34	-	-	-	-
Other non-current liabilities	1.33	0.27	0.73	0.12	0.02	0.00
Total non-current liabilities	139.26	28.42	145.42	24.24	294.25	31.09
Total Liabilities	233.60	47.68	433.29	72.22	542.85	57.35
Equity						
Registered capital	101.00	20.61	101.00	16.84	240.00	25.35
Issued and fully paid-up capital	101.00	20.61	101.00	16.84	190.00	20.07
Premium (discount) on the value of ordinary shares	(0.67)	(0.14)	(0.67)	(0.11)	109.33	11.55
Retained profit						
Appropriated - legal reserve	3.19	0.65	10.10	1.68	24.00	2.54
Unallocated	152.82	31.19	56.21	9.37	80.42	8.50
Total Equity	256.35	52.32	166.64	27.78	403.75	42.65
Total Liabilities and Equity	489.95	100.00	599.94	100.00	946.60	100.00

- Note:
1. The 2020 financial position statement based on the 2021 audited financial statements (revised).
 2. The 2021 financial statement based on the 2021 audited financial statements.
 3. The 2022 financial statement based on the 2022 audited financial statements.

4.2.2.2 Comprehensive Income Statement

Comprehensive Income Statement	Financial Statements					
	As of December 31,					
	2020		2021		2022	
	Audited (Revised)		Audited		Audited	
	Million Baht	%	Million Baht	%	Million Baht	%
Income						
Revenue from hospital operations	611.06	99.31	659.51	95.58	1,482.6	99.50
Other income	4.22	0.69	30.47	4.42	7.46	0.50
Total income	615.28	100.00	689.98	100.00	1,490.0	100.00
Expenses						
Cost of operating a hospital business	301.15	48.94	311.65	45.17	641.25	43.04
Selling Expenses	67.41	10.96	81.20	11.77	313.54	21.04
Administrative Expenses	79.21	12.87	85.93	12.45	149.28	10.02
Total Cost	447.77	72.77	478.78	69.39	1,104.06	74.10
Operating Profit	167.51	27.23	211.20	30.61	385.99	25.90
Financial Income	0.15	0.02	0.18	0.03	0.31	0.02
Financial Cost	5.48	0.89	6.92	(1.00)	(9.12)	(0.61)
Profit before income tax expenses	162.18	26.36	204.47	29.63	377.17	25.31
Income Tax Expense	33.63	5.47	41.67	(6.04)	(76.25)	(5.12)
Profit for the year	128.55	20.89	162.80	23.59	300.92	20.20
Other comprehensive income (loss)						
Items that will not be recognized in profit or loss subsequently Actuarial losses - Net of income tax	0.60	0.10	-	-	1.70	0.11
Total comprehensive income for the year	129.15	20.99	162.80	23.59	302.62	20.31
Earnings per share ⁴						
Basic earnings per share (Baht)		1.51		1.61		1.77
Weighted average number of ordinary shares (million shares)		85.15		101.00		169.85

- Note:
1. Statement of Comprehensive Income for the year 2020 based on the audited financial statements for the year 2021 (revised).
 2. Statement of Comprehensive Income for the year 2021 based on the audited financial statements for the year 2021.
 3. Statement of Comprehensive Income for the year 2022 based on the audited financial statements for the year 2022.
 4. Earnings per share is calculated from the net profit of each period divided by the number of paid-up ordinary shares at the end of the accounting period, adjusting the par value to the same value for comparison of data per share. By adjusting the par value of 2019 - 2021 and the nine-month period ended September 30, 2022 from 100 baht per share to 1 baht per share.

4.2.2.3 Cash Flow Statement

Cash Flow Statement	Financial Statements		
	As of December 31,		
	2020	2021	2022
	Audited (Revised)	Audited	Audited
	Million Baht	Million Baht	Million Baht
Cash flow from operating activities			
Profit before tax	162.18	204.47	377.17
Adjustments to reconcile profit before tax to cash received (paid) from operating activities:			
Depreciation and Amortization	23.22	30.99	35.28
Credit loss	-	-	-
Allowance for the reduction in the value of medicines, medical supplies and supplies	0.21	0.78	0.57
Loss on write-off of equipment and intangible assets	1.69	0.41	0.83
The impact of the rent reduction	0.45	(4.01)	-
Difference from business combination under common control	-	-	-
Gains on adjusting the fair value of debt securities measured at fair value through profit or loss	(0.01)	(0.10)	(0.46)
Provision for long-term employee benefits	0.66	1.34	1.41
Estimated other non-current liabilities	0.11	-	-
Current Liabilities Provisions	2.24	(0.84)	11.75
Financial Income	(0.15)	(0.18)	(0.31)
Financial Cost	5.48	6.92	9.12
Profit from operating activities before changes in operating assets and liabilities	196.08	239.76	435.38
Operating assets (increase) decrease			
Trade accounts receivable and other receivables	0.99	(1.40)	(2.12)
Medicines, medical supplies and supplies	(2.08)	(7.36)	(36.67)
Other current assets	(0.93)	(3.70)	(14.11)
Other non-current assets	(3.41)	0.01	1.34
Operating liabilities Increase (Decrease)			
Trade payables and other payables	(4.44)	15.42	34.55
Service income received in advance	12.72	18.97	14.30
Other current liabilities	1.66	0.20	20.93
Other non-current liabilities	(0.07)	(2.25)	(0.72)
Cash from operating activities	200.53	259.66	452.88
Cash received from interest	0.15	0.16	0.29
Pay income tax	(28.27)	(41.56)	(59.21)
Net cash from operating activities	172.41	218.26	393.96

Cash Flow Statement	Financial Statements		
	As of December 31,		
	2020	2021	2022
	Audited (Revised)	Audited	Audited
	Million Baht	Million Baht	Million Baht
Cash flows from investing activities			
Increased restricted bank deposits	-	(7.50)	-
Increase in other current financial assets	(50.01)	(75.00)	(20.00)
Purchase equipment	(9.90)	(11.35)	(208.01)
Proceeds from sales of equipment	-	-	0.10
Purchase of intangible assets	(2.45)	(5.08)	(0.70)
Cash paid for loans to related parties	-	-	(90.90)
Proceeds from loans to related parties	-	-	90.90
Net cash used in investing activities	(62.36)	(98.94)	(228.61)
Cash flows from financing activities			
Receive long-term loans from financial institutions	2.46	-	-
Repayment of long-term loans from financial institutions	(14.80)	-	-
Repayment of principal of lease liabilities	(0.75)	(1.16)	(22.95)
Cash received from business transfer	-	-	-
Cash received from capital increase			199.00
Interest payment	(5.29)	(6.92)	(9.12)
Pay dividends	-	(101.00)	(416.02)
Net cash used in financing activities	(18.37)	(109.08)	(249.09)
Net increase in cash and cash equivalents	91.67	10.24	(83.74)
Cash and cash equivalents at the beginning of the year	79.60	171.27	181.51
Cash and cash equivalents at the end of the year	171.27	181.51	97.77

Note:

1. Cash flow statement for the year 2020 based on the audited financial statement for the year 2021 (revised).
2. Cash flow statement for the year 2021 based on the audited financial statement for the year 2021.
3. Cash flow statement for the year 2022 based on the audited financial statement for the year 2022.

4.2.3 Correction of mistakes made in the past related to contracts with customers

During the year 2021, the Company discovered a mistake that had occurred in the past in relation to revenue from contracts with customers. The error is presented separately in the statement of changes in shareholders' equity, amounts of adjustments that affect statements of financial position and earnings statements comprehensive loss can be shown as follows:

Financial Statements (Unit: Million Baht)	As of December 31, 2020	As of January 1, 2020
Statement of Financial Position		
Decrease in Deferred Tax Assets	(1.99)	(1.74)
Decreased Other Current Provisions	(9.97)	(8.69)
Increase in Unappropriated Retained Earnings	7.97	6.95
Statement of Comprehensive Income		
Increased Revenue from Hospital Operations	1.28	-
Increased Income Tax Expenses	(0.26)	-
Increased profit for the year	1.02	-
Earnings per share increase (Baht)	1.20	-

4.2.4 Key Financial Ratios

Key Financial Ratios	Unit	For the fiscal year ended		
		December 31		
		2020	2021	2022
<u>Liquidity Ratio</u>				
Liquidity Ratio	Times	2.59	1.19	1.33
Quick Ratio	Times	1.82	0.63	0.98
Cash Flow Liquidity Ratio	Times	1.42	1.14	1.47
Account Receivable Turnover Ratio	Times	12,445.13	1,301.92	1,383.77
Average Collection Period	Days	0.03	0.28	0.26
Finished Goods Turnover Ratio	Times	15.94	13.48	14.42
Average Finished Product Sales Period	Days	22.90	27.08	25.31
Inventory Turnover Ratio	Times	15.94	13.48	14.42
Average Sales Period	Days	22.90	27.08	25.31
Account Payable Turnover Ratio	Times	33.49	31.33	59.80
Average Payment Period	Days	10.90	11.65	6.10
Cash Cycle	Days	12.03	15.71	19.47
<u>Profitability Ratio</u>				
Margin	%	50.72	52.75	56.75
Operating Profit Margin	%	26.72	27.40	25.53
Ratio of Other Income to Total Income	%	0.69	4.42	0.50
Cash To Profit Ratio	%	102.92	103.34	102.06
Net Profit Margin	%	20.89	23.59	20.20
Return on Equity	%	81.76	76.97	105.51

Key Financial Ratios	Unit	For the fiscal year ended December 31		
		2020	2021	2022
Efficiency Ratio				
Return On Assets	%	36.20	29.87	38.92
Rate Of Return on Fixed Assets	%	86.46	81.12	99.98
Asset Turnover Rate	Times	173.25	126.62	192.70
Financial Policy Analysis Ratios				
Debt To Equity Ratio	Times	0.91	2.60	1.34
Interest Coverage Ratio	Times	34.82	35.04	46.22
Interest-Bearing Debt to Earnings Before Interest Expenses, Income Tax, Depreciation And Amortization	Times	0.71	0.61	0.73
Commitment Coverage Ratio	Times	201.41	34.78	27.36
Dividend Payout	%	-	62.04	138.25

- Note:
1. Adjust the data for the nine-month period ended 30 September 2022 by using the past 12 months of calculation to be able to compare with past data
 2. Calculate the dividend payment rate according to the period that the Company Declaration of dividend payment



5. General information and other important information

5.1 General information (as of December 31, 2022)

5.1.1 Information about the issuing company

Thai name	:	บริษัท มาสเตอร์ สไตล์ จำกัด (มหาชน)
English name	:	Master Style Public Company Limited
Securities symbol	:	MASTER
Company Registration Date	:	July 24, 2013
Date of conversion to a public company	:	July 8, 2022
Company Registration Number	:	0107565000425
Head office location	:	99/19 Sukhothai Road, Dusit Subdistrict, Dusit District, Bangkok 10300
Business type	:	Operating a beauty hospital that provides comprehensive surgical services
Telephone	:	02-105-4370
Fax	:	-
Website	:	https://www.master-plc.com/
Registered capital	:	240,000,000 baht divided into 240,000,000 ordinary shares
Par value per share	:	1.00 baht

5.1.2 Information about juristic persons that the Company Direct holding of 10% or more of the total number of shares sold

- N/A -

5.1.3 Information about juristic persons that the Company Indirectly holding shares of 10% or more of the total number of shares sold

- N/A -

5.1.4 Securities Registrar

Company Name	:	Thailand Securities Depository Company Limited
Head Office Location	:	93 The Stock Exchange of Thailand Building, 14 th Floor, Ratchadaphisek Road, Din Daeng, Din Daeng, Bangkok 10400
Telephone	:	0-2009-9000 TSD Call Center: (66) 2009-9999
Fax	:	0-2009-9991
Website	:	www.set.or.th/tsd

5.1.5 Auditor

Company Name	:	EY Company Limited
Head Office Location	:	193/136-137 Lake Ratchada Building, Office Complex, 33 rd Floor, Ratchadapisek Road, Khlong Toei Subdistrict, Khlong Toei District, Bangkok 10110
Telephone	:	0-2264-0777
Fax	:	0-2264-0789-90
Website	:	www.ey.com

5.1.6 Legal Advisor

Company Name : CMT Counsellor Company Limited
Head Office Location : 75/58 Richmond Building, 17th Floor, Soi Sukhumvit 26, Sukhumvit Road
Telephone : 081-836-7236

5.1.7 Financial Advisor

Company Name : Pioneer Advisory Company Limited
Head Office Location : 999/9 The Offices at Central World, Room MI 2303, 23rd Floor,
Rama 1 Road, Pathumwan Subdistrict, Pathumwan District, Bangkok
Telephone : 0-2264-5399

5.1.8 Internal auditors

Company Name : ISBAR Corporation Company Limited
Head Office Location : 75/3 Mueang Samut Road, Tambon Chang Moi,
Amphoe Mueang Chiang Mai, Chiang Mai 50300
Telephone : 081-823-3198

5.2 Other important information

-N/A-

5.3 Legal Disputes

As of December 31, 2022, the Company has a legal dispute which may affect the assets of the Company significantly. The details are as specified in the heading Risk from Litigation.

5.4 Secondary market

- N/A -

5.5 Regular contact financial institutions (only if the Company issues debt instruments)

- N/A -

Part

2

Corporate
Governance



6. Corporate Governance Policy

6.1 Overview of Corporate Governance Policies and Practices

The Company has realized the importance of Good Corporate Governance as it is important to help promote the operation of the Company for efficiency and sustainable growth. This will lead to the utmost benefit to all stakeholders from employees, investors, shareholders and other stakeholders. Therefore, the Board of Directors has agreed that there should be a Good Corporate Governance Policy. It covers key principles starting from the structure, roles, duties and responsibilities of the Board of Directors to the management principles of the executives that are transparent, clear and verifiable as a guideline for managing the organization, ensuring that any operations of the company is fair and taking into account the best interests of shareholders and all stakeholders.

To make the Company credibility for shareholders and all stakeholders for the benefit of creating sustainable value for the business that meets the expectations of the business sector, investors, as well as the capital market and society as a whole, the Company has established a Good Corporate Governance Policy based on the principles of Good Corporate Governance for listed companies of the year 2017 prepared by the Securities and Exchange Commission (SEC) to be a guideline for Corporate Governance of the Company.

Corporate Governance Principles and Policy

The Board of Directors has given importance to compliance with Good Corporate Governance Principles covering 8 Principle as follows:

- Principle 1** Roles and Responsibilities of the Board of Directors
- Principle 2** Objectives and Main Goals of the Company
- Principle 3** Strengthen effective Committees
- Principle 4** Recruitment and development of senior executives and personnel management
- Principle 5** Responsible Business Operations
- Principle 6** Ensuring an appropriate risk management and internal control system
- Principle 7** Maintain financial credibility and disclosure
- Principle 8** Encourage participation and communication with Shareholders

6.1.1 Policies and guidelines related to the Board of Directors

The Company has policies and guidelines regarding the Board of Directors. Nomination and remuneration for directors and executives Independence of the Board of Directors from the Management director development and evaluation of the performance of the directors Including the supervision of subsidiaries and associated companies.

Nomination and Remuneration of Company Directors

The Board of Directors is responsible for ensuring that the recruitment and selection process of directors is transparent and clear in order to obtain the Board of Directors with qualifications consistent with the specified composition as follow:

- 1) The Board of Directors will establish a Nomination and Remuneration Committee. Most of the members and the chairman of the Nomination and Remuneration Committee are independent directors.

- 2) The Board of Directors will hold a meeting to consider the criteria and methods for recruiting persons in order to obtain qualified directors that will enable the Board to have the appropriate knowledge and expertise, as well as consider the profiles of such persons and prepare opinions of the Board of Directors. Before proposing to the shareholders' meeting to appoint directors, the Company will also inform the shareholders of sufficient information about the nominated candidates for decision making.
- 3) The Board will review the criteria and methods for recruiting directors before the nomination of directors who retire by rotation and in the event that the Board nominates the former director to take into account the performance of such directors as well.
- 4) Remuneration of directors must be consistent with the strategy and long-term goals of the Company, experience, responsibilities, scope of Accountability and Responsibility including benefits expected from each director, in a manner comparable to the practice in the industry.
- 5) Shareholders must approve the structure and rate of remuneration for directors both monetary and non-monetary forms. The Board of Directors will consider each form of compensation to be appropriate both fixed rate remuneration (e.g. fixed remuneration, meeting allowances) and performance-based remuneration (e.g. bonuses, gratuities) linked to the value the company generates for its shareholders but not at a level that is too high to cause a focus on short-term performance.

Recruitment and Recruitment and development of senior executives and personnel management

The Board of Directors ensures that the Chief Executive Officer (CEO) and Top Executives are recruited and developed with the knowledge, skills, experience and characteristics necessary to drive the organization towards its goals as follows:

- 1) The Board of Directors will consider or assign the Nomination and Remuneration Committee to consider criteria and methods for recruiting qualified persons for the position of Chief Executive Officer (CEO).
- 2) The Board of Directors will consider persons for the position of Chief Executive Officer (CEO).
- 3) The Board shall monitor the Chief Executive Officer (CEO) to ensure that there are appropriate Top Executives, at least the Nomination and Remuneration Committee, together with the Chief Executive Officer (CEO), shall consider criteria and methods for recruiting and appointing persons as well as approve a person nominated by the Chief Executive Officer (CEO) to be a Top Executive.
- 4) In order for the business to be continual, the Board of Directors will supervise a Succession Plan to prepare for the succession of the Chief Executive Officer (CEO) and Top Executives. The Company has determined the succession planning process in 6 steps as follows:
 1. Determine key job titles.
 2. Determine the required qualifications and competencies.
 3. Analyze and evaluate successors
 4. Prepare an individual competency development plan.
 5. Develop successors
 6. Enter the continuity assessment position.
- 5) The Board of Directors will encourage and support the Chief Executive Officer (CEO) and Top Executives to receive training and development to increase knowledge and experience that is beneficial to the operation.
- 6) The Board of Directors will determine a remuneration structure that is an incentive for executives and employees at all levels to perform their duties in accordance with the objectives and main goals of the organization and in line with the long-term benefits of the Company

- 7) The Board of Directors will consider approving criteria and factors for performance evaluation as well as approve the remuneration structure of Top Executives and follow up with the Chief Executive Officer (CEO) to assess Top Executives in accordance with the aforementioned assessment principles.

Evaluation of the Board's performance, Sub-Committee as well as assessing the performance of individual directors

The Board of Directors will arrange an evaluation of the Board's performance, Sub-Committee as well as assessing the performance of individual directors to consider and review the work problems and obstacles each year in order to be able to use the assessment results to develop and improve operations in various areas. The criteria should be established to be used in comparison with the operational results with criteria. The evaluation will be both as a group and as an individual. with self-assessment methods (Self-Assessment). The Company will disclose criteria, procedures and overall evaluation results in the annual report.

Investment and Supervision of Subsidiary and Associate Companies

The Company invests through Subsidiaries and/or Associated Companies Including in investing in various businesses. The Company will take into account the returns of all stakeholders that will receive from investing in such businesses. In addition, the Company has set up a policy to control and supervise the operations of the businesses that the Company invested with the purpose of being aligned with the rules on the supervision of operations of Subsidiaries and/or Associated Companies, according to the Notification of the Capital Market Supervisory Board (CMSB), Subject: Application for permission and permission to offer for sale of newly issued shares (including any amendments), Regulations of the Stock Exchange of Thailand (SET) on Listing of Ordinary Shares or Preferred Shares as Listed Securities B.E. 2558 (including amendments), Guidelines on good corporate governance of the Stock Exchange of Thailand (SET) that is set as a practical guideline. For this policy, The Company places great emphasis on being an important mechanism leading to a good, transparent, and verifiable management system and able to effectively determine the management direction of Subsidiaries and/or Associated Companies and/or businesses that the Company has invested in or will invest in in the future as if it were a department or unit in the Company's own organization. Also, it can also follows up the administration and operate the business that has invested in order to maintain the benefits of the Company's investment Such corporate governance measures will add value and confidence to the Company's stakeholders that the business in which the Company invests will continue to operate continuously and sustainably.

Investment in Subsidiary and Associate Companies

The Company has a policy to invest in synergy businesses and to invest in businesses that are related, similar, or that benefit and support the Company's business operations in order to to strengthen stability and the performance of the Company.

In this regard, the Company, its subsidiaries and/or associated companies may consider investing in other businesses if it is a business that has growth potential or can extend the business or beneficial to the business of the Company that can generate a good return on investment by considering the feasibility of investment and considering the potential and investment risk factors. There is an appropriate investment analysis procedure which must be approved and/or approval from the Board of Directors' Meeting or the Company's Shareholders' Meeting (depending on the case). In order to apply for investment approval, it must comply with the Notification of the Capital Market Supervisory Board (CMSB), Notification of the Securities and Exchange Commission (SEC) and related notifications of the Board of Governors of the Stock Exchange of Thailand (SET).

6.1.2 Policies and guidelines relating to shareholders and stakeholders.

The company has applied good corporate governance principles and policies to supervise and take responsibility. All stakeholders from employees, investors, shareholders and other stakeholders The Board of Directors has established policies and practices to help promote the exercise of shareholders' rights, such as responsibility to stakeholders. Disclosure and Transparency Insider Protection Prevention of conflicts of interest Compensation in case of infringement Including anti-corruption. and measures to be taken against those who do not comply with policies and guidelines.

6.1.2.1 Responsibility to stakeholders Responsibility to stakeholders

- 1) The company will conduct business with ethics. Respect the rights and be responsible to shareholders and stakeholders.
- 2) The Board of Directors will set or supervise the Company's objectives to be sustainable. It is the objectives and goals that are consistent with creating value for the entire company, customers, stakeholders and society as a whole.
- 3) The Board of Directors will ensure that the environment is analyzed. Factors and risks that may have an impact on stakeholders involved along the value chain, including various factors that may affect the achievement of the Company's objectives and has a mechanism that truly understands the needs of stakeholders as follows:
 1. Identify methods, processes, channels of participation or communication channels between stakeholders and the Company clearly. So that the company can access and receive information on issues or needs of each group of stakeholders as accurately as possible.
 2. Identify the relevant stakeholders of the Company inside and outside both individuals, groups of people, organizational units such as employees, investors, customers, partners, communities, government agencies. regulators, etc.
 3. Identify issues and expectations of stakeholders in order to analyze and rank such issues according to their importance and impact that will occur on the whole Company and stakeholders, so as to select important issues that will create value together with stakeholders to implement.
- 4) The Board of Directors will supervise the establishment of mechanisms and management processes, Stakeholder Complaints and ensure that channels for receiving complaints are provided that are convenient and have more than one channel Including revealing channels for receiving complaints on the website or annual report.
- 5) In the event that the Company has financial problems or is likely to encounter problems, the board will ensure that the Company has a plan to fix the problem or have other mechanisms to solve financial problems by taking into account the rights of stakeholders.
- 6) The Board of Directors shall supervise the management to establish an investor relations unit or person responsible for communicating with shareholders and other stakeholders such as investors and analysts in an appropriate, equitable and timely manner.

6.1.2.2 Information Disclosure and Transparency

- 1) The Board of Directors will ensure that the disclosure of meeting resolutions and the preparation of minutes of the shareholders' meeting are accurate and complete.

- 2) The Board of Directors shall ensure that the Company discloses the resolutions at the shareholders' meeting along with the voting results within the next business day through the news system of the Stock Exchange of Thailand (SET) and on the Company's website
- 3) The Board of Directors shall ensure that a copy of the minutes of the shareholders' meeting is sent to the Stock Exchange of Thailand (SET) within 14 days from the date of the shareholders' meeting.
- 4) The Board of Directors shall ensure that the minutes of the shareholders' meeting contain at least the following information:
 1. List of directors and executives who attended the meeting and the proportion of directors attending the meeting and not attending the meeting.
 2. Voting and vote counting methods, meeting resolutions, and voting results (agree, disapprove, abstain) of each agenda.
 3. Questions and answers in the meeting including the name-surname of the questioner and the respondent.
- 5) The Board of Directors will supervise the disclosure of information. including financial statements Annual information disclosure form/annual report (Form 56-1 One Report) sufficiently reflects the financial position and operating results. Including supporting the company Prepare Management Discussion and Analysis (MD&A) to accompany the disclosure of quarterly financial statements, so that investors are informed and understand the changes of the financial and operating results.
- 6) The disclosure of any item is related to a specific director such directors will ensure that their own disclosures are complete and accurate, such as the information of their group's shareholders. Disclosures relating to the Shareholders' Agreement of their group.

Information Disclosure and Transparency Policy was approved by the Board of Directors Meeting No. 5/2022 on June 14, 2022 for shareholders public investor or various stakeholders ensure that the Company's disclosure of information Whether it's positive or negative information. It is accurate, clear and in accordance with the law. and in equal measure through news dissemination channels of the Stock Exchange of Thailand Company website and other official documents of the company such as annual reports by following principles and regulations.

6.1.2.3 The use of insider information Prevention

The Company places great importance on the prevention of the use of inside information of the Company by any related persons. The Company has policies and procedures to control and manage directors, executives, and employees of the Company towards the prohibited use of confidential and/or inside information of the Company which shall not be disclosed to the public to use for personal gain or to disclose or seek benefits for oneself or others, whether directly or indirectly, and whether or not it will be gained benefits. Moreover, directors, executives, and employees of the Company must not trade the Company's securities by using inside information. This Policy was approved by the Board of Directors Meeting No. 5/2022 on June 14, 2022. The policies and procedures to prevent the use of insider information as follows:

- 1) Directors, executives, and employees of the Company and subsidiaries, who know the Company's significant inside information that can affect or may affect the price of securities, are prohibited from selling and buying the Company's securities during the 30-day period before such inside information or financial statements are disclosed to the public and within the 24-hour period after the disclosure. Persons involved in inside information are prohibited from disclosing such information to others until such information is disclosed to the Stock Exchange of Thailand and/or to the public.

- 2) Directors, executives, employees of the Company, and persons presumed to know or possess inside information under the Securities and Exchange Act B.E. 2535 (including any amendments), are prohibited from using inside information of the Company, that can or may affect the price change of the Company's securities which has not yet been disclosed to the public. Persons involved in inside information are prohibited from buying, selling, offering to buy, offering to sell, or persuading others to buy, sell, offer to buy, or offer to sell the securities of the Company either directly or indirectly and regardless of whether such action is taken for their own benefit or others, or disclose such information for others to do so whether they can benefit in return or not.
- 3) Directors, executives and employees of the Company are prohibited from disclosing inside information of the Company and are prohibited from using of positions in the Company or bring inside information or significant information received or acknowledged while working in the Company which has not yet been disclosed to the public to seek benefits in a wrongful way or disclose to third parties for their own benefit or others either directly or indirectly regardless of whether they can benefit in return or not.
- 4) In addition to publicly available information, the Company considers that the Company's information is for internal use only which directors, executives, and employees must use such information under their assigned duties and responsibilities.
- 5) The disclosure of the information must be made by the authorized personnel of the Company. The general personnel have no obligation or authority to disclose the information. In the event that the personnel of the Company are requested to divulge information, they must refuse and send the requestor to the person who is responsible for the disclosure of the information in order to provide accurate information and in the same direction.
- 6) Directors, executives, and employees of the Company are required to comply with the Securities and Exchange Act B.E. 2535 (including any amendments) including other relevant regulations regarding the use of inside information.
- 7) Directors, executives, and employees of the Company or former directors, executives and employees resigned from the Company, have to keep secrets and/or inside information of the Company as well as the confidential information of the Company's partners, that they are aware of from performing their duties. These individuals are also prohibited from the use of confidential and/or internal information of the Company and Company's business partners for the benefit of other companies and inform outsiders whether the disclosure of such information will not cause damage to the Company or its business partners or not.

If there is a violation of the aforementioned regulations, the Company will be considered a disciplinary offense according to the work regulations and regulations of the Company, and the punishment will be considered as appropriate to the case, ranging from verbal warning, written warning, probation, as well as termination of employment.

The Company have to review and update this policy as necessary and appropriate within 2 years, at least 1 time.



6.1.1.4 Conflict of Interest Prevention

The Board of Directors has established policies to prevent conflicts of interest based on the good corporate governance principles with considerations for the best interest of the Company and its shareholders. The Company considerably avoids actions that may cause conflicts of interest by concerning that those who are involved or have interests in the considered actions or transactions must notify the Company of their relationship or interests and must not participate in the consideration including having no authorities to approve that transaction. This Policy was approved by the Board of Directors Meeting No. 5/2022 on June 14, 2022. The significant guidelines as follows:

- 1) Directors, executives, and employees of the Company must not operate the same business and take part in any business that is a competitor to the business of the Company whether for personal benefits or others, which may be detrimental to the Company, either directly or indirectly. In addition, directors, executives, and employees of the Company must not be partners or shareholders with decision-making authority or executives in competing business or have the same characteristics as the Company unless in the case of conducting business in competition with the Company before being appointed and reported to the shareholders' meeting for acknowledgment and approval.
- 2) Directors, executives, and employees of the Company should refrain from holding a significant number of shares in competitors of the Company if such action will cause directors, executives, and employees of the Company to be unable to act or omitting actions that should be performed according to duties or affecting their work on duty. In the event that directors, executives, and employees of the Company acquired such shares prior to becoming directors, executives, and employees, or before the Company going into that business, or inherited such shares, they must immediately report to the Company in accordance with the procedures established by the Board of Directors.
- 3) Directors and executives should avoid engaging in transactions involving themselves and/or related persons that may cause conflicts of interest with the Company, and they shall not act in any manner that is contrary to the interests of the Company, or seek personal and/or related party gains.
- 4) Directors, executives, and employees of the Company shall not seek benefits for themselves or others by relying on confidential information of the Company such as plans, income, meeting resolutions, business forecasts, researching auctions for personal benefits, regardless of whether it causes damage to the Company or not. Moreover, directors, executives, and employees of the Company must closely adhere to the use of inside information policy of the Company.
- 5) Directors, executives, and employees of the Company who have interests in the meeting on any agenda must abstain from voting and must also abstain from attending the meeting on any agenda that they have conflicts of interest with.
- 6) The Company informs directors and executives of the company regarding the obligation to report their securities holdings which includes the holdings of their spouse, cohabiting couple, minor children, and their juristic persons; whose combined shares exceed 30 percent of the total number of voting rights or represent the majority shares of such juristic persons to report to the Office of the Securities and Exchange Commission under Section 59 and penalty provisions under Section 275 of the Securities and Exchange Act B.E. 2535 (including any amendments). The reports also include the acquisition or disposition of their own securities, spouse, cohabiting couple, minor children, and their juristic persons; whose combined shares exceed 30 percent of the total number of voting rights or represent the majority shares of such juristic persons to report to the Office of the Securities and Exchange Commission under Section 246 and the penalty under Section 298 of the Securities and Exchange Act B.E. 2535 (including any amendments).

- 7) Directors, executives, and executives in accounting or finance division or equivalent of the Company, including spouse, cohabiting couple, minor children, and their juristic persons ; whose combined shares exceed 30 percent of the total number of voting rights or represent the majority shares of such juristic persons, are required to make and disclose their securities holding reports and their changes of securities holding reports to the Office of the Securities and Exchange Commission under Section 59 and penalty provisions under Section 275 of the Securities and Exchange Act B.E. 2535 (including any amendments), and deliver a copy of such reports to the Company on the same day that the reports are submitted to the Securities and Exchange Commission.

The Company have to review and update this policy as necessary and appropriate within 2 years, at least 1 time.

6.1.2.5 Compensation in case of infringement

The Board shall ensure that there is a mechanism to ensure that the Company operates in an ethical manner with social and environmental responsibility. Do not violate the rights of stakeholders To be a guideline for all parts in the organization to be able to achieve the objectives, main goals that are sustainable. By creating a code of conduct for business operations to cover all stakeholders. It has determined to treat all stakeholders fairly. Transparency and respect for human rights. The company has a way to compensate and remedy the impact that may occur from rights violations by adhering to rules and practices in accordance with relevant laws.

6.1.2.6 Anti-corruption

The Company conducts business with transparency, thus the Company recognizes and attaches great importance to anti-corruption in all forms, in accordance with the law and beneficial to society as well as encourages employees to work with integrity and to be good citizens. In this regard, the Company establishes Anti-Corruption Policy as a guideline for the prevention and anti-corruption of the Company by establishing a corporate culture that makes everyone aware of the dangers of corruption and by establishing the right values in order to increase the confidence of all stakeholders in the Company's ability to effectively. This Policy was approved by the Board of Directors Meeting No. 5/2022 on June 14, 2022. And fight against corruption as follows:

1. Definition

- 1.1 The term "corruption" refers to the misuse of acquired power or assets for the benefit of oneself or others or to cause damage to the interests of others. The forms of "corruption" include bribery, giving things, money or any other benefits, fraud, money laundering, embezzlement, concealment of facts, obstruction of justice, the misuse of authority to intimidate or claim benefits, or any business decision covering both the relationship between private sector and government agencies and between the private sector.
- 1.2 The term "bribery" refers to an act of promising, giving, offering, receiving money or some other item of value with the intention of inducing a person to act or not to act or to omit to perform duties in order to obtain or retain for inappropriate business benefits, illegal, unethical, or may negatively affect the image of the Company.
- 1.3 The term "Company personnel" refers to the Board of Directors, executives, permanent employees, temporary employees, and contract employees.

2. Anti-Corruption

- 2.1 Directors, executives, and employees at all levels of the Company are prohibited from participating in all forms of corruption both directly and indirectly, bribery, and seeking undue benefits in various forms such as demanding, accepting, offering, or giving items including any other benefits to government officials or any other person doing business with the Company for the benefit of oneself, others or creating business opportunities for the Company.
- 2.2 The Company has policies to comply with laws and standards related to anti-corruption in Thailand and in all countries where the Company's representatives operate business on behalf of the Company.
- 2.3 This policy extends to agents, contractors or anyone acting on behalf of the Company.
- 2.4 If the directors, executives, and employees take any action that violates or does not comply with this policy either directly or indirectly, they will be considered disciplinary according to the regulations set by the Company or being punished by related laws. All of the Company personnel are required to understand and comply with the anti-corruption policy in every step of the operation. If there is any noticeable action that violates this policy, the supervisor or departments/persons in charge shall be notified immediately.
- 2.5 Commanders who ignore the breakthrough or acting that does not comply with this policy of their subordinates, or fail to manage such actions in correcting or notifying clues, will be considered disciplinary according to the regulations set by the Company.
- 2.6 Any agent or contractor of the Company who violates this policy will be subject to termination of contract.
- 2.7 The Company will not penalize, demote, or cause a negative impact on any director, executive, and employee that rejects corruption, even though such refusal will cause the Company to lose business opportunities.

3. Responsibility

- 3.1 The Board of Directors of the Company is responsible for establishing a policy and supervise an effective anti-corruption system to ensure that the management recognizes and places the importance of anti-corruption and encourages such values into the organization's culture.
- 3.2 The Audit Committee is responsible for reviewing the financial and accounting reporting system, internal control system, internal audit system, and risk management system, to ensure that such various systems meet international standards, precisely, up-to-date and effective.
- 3.3 The management is responsible for establishing systems, promoting and supporting of anti-corruption policies, as well as communicating to personnel at all levels, including reviewing, correcting various systems and measures to be in line with the changes, and conducting periodic risk assessments against corruption in order to identify high-risk events and find appropriate preventive and remedial measures.
- 3.4 Internal auditors are responsible for auditing and reviewing operations to ensure that they are in accordance with policies, guidelines, operational authorities, regulations, and laws in order to certify that the control system is appropriate and precisely against corruption. The duties and responsibilities also include reporting to the Audit Committee.
- 3.5 All directors, executives, and employees of the Company and the subsidiaries are obligated to cooperate in corruption investigations.

4. Exchanging gifts, entertainment, and holding receptions

- 4.1 As the company recognizes the significance of establishing good business relationships with a variety of partners, this policy is designed to govern any action that is transparent and part of normal business operations under applicable laws, regulations, local customs, or trade practices, such as entertainment, giving or receiving gifts on special occasions, as appropriate and reasonably done in accordance with the principles of business ethics.
- 4.2 Entertainment, holding receptions, giving or receiving gifts on special occasions can be done when
- (1) does not act in an inducement to commit or not to commit an unlawful act, influencing business decisions, or giving unfair benefits
 - (2) does not violate this policy, policy of business ethics of the Company, or any relevant laws
 - (3) giving or receiving gifts is done on behalf of the Company, not on behalf of an individual person
 - (4) acts in accordance with the occasion and customs that should be treated with each other such as exchanging gifts in new year party
 - (5) the exchange of gifts is done openly.
 - (6) entertainment can be done as necessary with reasonable expenses without extravagance or unreasonable frequency

5. Political assistance

- 5.1 Political assistance refers to financial or other contributions for political parties and politicians including lending, donation of money and assets, and services.
- 5.2 The Company has a policy of political neutrality. There is no political assistance policy or any unbiased action.
- 5.3 Directors, executives, and employees of the Company have rights and liberties according to the constitution and related laws in political participation, such as the right to vote in elections, referendums, etc. However, directors, executives, and employees of the Company must not use Company's assets, resources, or time to provide services on behalf of the Company or mention the name of the Company in supporting political activities or take any action that may cause an understanding that the Company is involved with or supports any party.

6. Charitable donations and sponsorships

- 6.1 Charitable donations can only be made in accordance with the charitable policies and guidelines of the Company without claiming benefits in return from donors.
- 6.2 Funding or sponsorship is different from charitable donations as it is a channel to publicize the business operations of the Company.
- 6.3 Directors, executives, and employees of the Company must carefully exercise with cautions that charitable contributions and sponsorships do not conceal of bribery. Charitable donations and sponsorships are subject to be made under transparent review process and in compliance with applicable laws or regulations. It must be accompanied by a request informing the purpose of the charitable donation and sponsorship along with other supporting documents to the authorized person at each level.

7. Complaints

7.1 Complaints and whistleblowing on corruption are the duties of personnel at all levels of the Company who can report through the complaints and whistleblowing channels as specified in the whistleblowing policy.

8. Communication and training

8.1 The Company will arrange for the communicate of the anti-corruption policy to departments at all levels in various channels, such as training for the company personnel to acknowledge about various forms of corruption, the risk of involvement in corruption, and whistleblowing procedures, in order to make relevant persons aware of and implement the policy. The training will be part of the training for new employees of the Company.

8.2 If directors, executives, and employees of the Company have any questions regarding this policy or any anti-corruption measures can inquire at

By E-mail: patomporn.n@masterpiecehospital.com

By post: Miss Patomporn Ngamkham, Address 99/19 Sukhothai Road, Dusit District, Bangkok 10300

9. Penalty

Any person who intentionally fails to comply with this policy including bullying, threatening, or discriminatory behavior with unfair means to the whistleblower, or the person involved in the complaint or whistleblower under this policy shall be deemed to have committed a disciplinary breach and must be responsible for compensation to the Company or those affected by such action, and shall continue to be liable in civil and criminal or in accordance with any other relevant laws.

10. Review

The Company have to review and update this policy as necessary and appropriate within 2 years, at least 1 time.

6.1.2.7 Complaint and Whistle Blowing

The Company prepare the Complaint and Whistle Blowing Policy for the objectives as follows:

1. To provide a proper action on receiving complaints, whistle blowing, misconduct, and practices that are contrary to the Company's regulations, in order to take appropriate procedure and have an efficient scheme in accordance with good corporate governance principles.
2. To ensure that directors, employees, and any person acting on behalf of the Company, operate business correctly, transparently, equitably, and can be audited to be in accordance with the laws, good corporate governance, business ethics, and regulations of the Company.
3. To inform and provide channels for any person who conveys a concern, allegation or any information indicating the operations of directors, employees or any person acting on behalf of the Company that conflicts or is suspected to be contrary to the aforementioned matters to the Company for acknowledgment through various notification channels provided by the Company.
4. To ensure that any person who reports complaints or clues, and any person who cooperates with the Company in good faith will be properly and fairly protected from harassment arising from complaints.

Whistleblowers can report complaints or clues clearly by stating that it is a confidential document through the following channels:

1. Mail

Contact : Audit Committee (Secretary of the Audit Committee Quality System Department)

Address : Master Style Public Company Limited

99/19 Sukhothai Road, Dusit District, Bangkok 10300

2. Electronic mail (E-mail)

Contact : Audit Committee (Secretary of the Audit Committee Quality System Department)

E-mail : patomporn.n@masterpiecehospital.com

6.1.2.8 Measures for action against those who do not comply with policies and guidelines

Whoever acts intentionally or with negligence that not complying with this regulation including having bullying and intimidating behavior disciplinary action or discrimination in an unrighteous way due to complaints to whistleblowers or clues or persons related to complaints or clues under this regulation, it is considered that the person is committing a disciplinary breach and must be responsible for damages to the Company or those affected by such action As well as being liable in civil and criminal matters or in accordance with other laws.

6.1.2.9 Risk Management

The Company realizes the importance of Risk Management as part of Good Corporate Governance and is an important basis that will help the Company to be able to achieve goals. The management teams and employees of the Company are aware of their duties and responsibility for compliance with risk management processes to control the risk to an acceptable level. As a result, the Company is able to operate according to the strategic plan effectively.

6.1.2.10 Corporate Social Responsibility

The Company conducts business under the framework of good governance with transparency and accountability. which is transparent and accountability. The Company is committed to develop the business along with creating a balance of economy, society and the environment and determined to maintain itself as a Good Corporate Citizen in order to manage the business to grow steadily and be accepted in society on the basis of ethics and good corporate governance principles. Additionally, The Company adheres to efficiently generate returns to shareholders by taking into account the impact of business operations on those involved in The Company in all aspects, The Company therefore has established a Corporate Social Responsibility Policy in various aspects.

6.1.2.11 Information Technology Security

The Company has provided a computer network to facilitate employees in working for the organization. The use of computer networks is appropriate and efficient including to prevent problems that may arise from the use of computer networks in the wrong manner. Also, for the employees and external agencies to understand their roles and responsibilities and to reduce risks arising from theft, fraud and misuse of the device. It is therefore expedient to set up regulations for the use of computers and network systems so that employees and external agencies are aware of threats, problems related to security and responsibilities, with legally binding responsibilities to learn and understand the security policy of the organization including to reduce the risk arising from mistakes in the performance of duties.

6.2 The code of business conduct

For the Company to be successful in business operations under intense business competition, the Company therefore does not aim only for the success of the business only, it also takes into account the processes that affect the success of the business. The Company is aware of the ethics of business and ethics of personnel which is an important basis for supporting and elevating good corporate governance. It is also an important foundation for a business to grow steadily and sustainably as well as being the thing that will support the Company to be able to achieve the objectives of the business.

The code of business conduct was approved by the Board of Directors Meeting No. 5/2022 on June 14, 2022. Persons who are obligated to comply with this code of conduct and ethics are Directors, Executives, Employees, as well as Temporary Workers, Consultants, representatives or persons authorized to act on behalf of the Company or on behalf of the person mentioned above. The code of business conduct including the following principles:

(1) Basic Principles

- 1.1 Perform duties with honesty, integrity, morality and responsibility.
- 1.2 Keep confidentiality and do not use inside information or confidential information to seek benefits for oneself or others in a wrongful way.
- 1.3 Prevent or avoid any action that may lead to conflicts of interest.
- 1.4 Behave like professionals with knowledge, expertise and caution.
- 1.5 Conduct business with transparency and efficiency for the best interests of shareholders in the long run and also disclose information with transparency and reliability to shareholders.

(2) Conduct and Behavior

- 2.1 Perform duties to be in accordance with the laws related to business operations, objectives, regulations of the Company, Good Corporate Governance principles, and resolutions of the shareholders' meeting.
- 2.2 Study for knowledge and experience in order to strengthen oneself as a knowledgeable person in order to perform to be more efficient and effective.
- 2.3 Adhere to virtue and not seeking positions, good deeds, preferences or any other benefits wrongfully from superiors or from any other person.
- 2.4 Refraining from vices and all addictive things, do not behave in a way that may damage the honor and reputation of yourself and the Company, for example, do not act as a person who is in debt, not obsessed with all types of gambling and do not interfere with All types of drugs, etc.
- 2.5 Do not engage in occupation or profession or do any act that will affect the performance of duties or the reputation of oneself and the Company.
- 2.6 Avoid having financial obligations to persons doing business with the Company or between employees, this includes lending or borrowing money, soliciting, playing, sharing, etc., except for charitable and public activities.
- 2.7 Do not seek improper benefits either directly or indirectly.
- 2.8 Maintain and co-create to create unity among the committee.

(3) Use of Company Assets

The Company shall take care of the Company's assets to prevent damage, loss, and use them efficiently for the full benefit of the Company. It was recognized that the Company's assets are not used for the benefit of oneself or others.

(4) Exchanging Gifts Entertainment and Receptions

- 4.1 Do not request, accept or agree to receive money or items or other benefits from business related persons of the Company.
- 4.2 Giving or receiving gifts may be done according to tradition and did not act in order to persuade them to act or not act inappropriately that influencing business decisions or giving unfair benefits.
- 4.3 Exchanging gifts should be done openly and has no value beyond normal, once the exchange has been made, it has to report to the superiors in hierarchical order.

(5) Employment Practices

- 5.1 Strengthen teamwork by cooperating and helping each other for the benefit of the Company as a whole.
- 5.2 Maintain a working environment that is safe for life and property of employees.
- 5.3 Promote training and development of knowledge, skills and abilities of employees by providing opportunities thoroughly and regularly, evaluate employees fairly and transparently, provide appropriate and fair returns.
- 5.4 The appointment, transfer, promotion, reward and punishment must be done fairly on the basis of knowledge, competence, employee experience and suitability.
- 5.5 Treat all employees equally without unfair discrimination against employees.
- 5.6 Cultivate employees to comply with laws and regulations related to the employment strictly.

(6) Conduct of employees and Treatment of colleagues

- 6.1 Treat colleagues with politeness, kindness and good human relations; adjust oneself to be able to work with other people; and do not hide information necessary to perform the work of colleagues.
- 6.2 Respect others without using other people's works to claim as their own.
- 6.3 Supervisors conduct themselves to be respectful and be a good role model for subordinates including being polite to employees under their subordinates and colleagues at all levels.
- 6.4 Subordinates treat supervisors with respect.
- 6.5 Subordinates listen to supervisors' advice and do not work over their superiors unless the commander above is ordered including being polite to employees and colleagues at all levels.
- 6.6 Avoid sharing information or stories of other employees both in matters related to work and personal matters to be disclosed or criticize in a manner that will cause damage to employees or the overall image of the Company.
- 6.7 Do not take any action that is immoral or sexually harassing other employees that such actions cause trouble, annoyance, or create a depressing, hostile, or aggressive work environment, including unreasonably disturbing the work of other employees; such behavior includes molestation, indecent or sexual harassment whether verbally or physically.
- 6.8 Perform duties with responsibility, honesty, determination, devotion of physical and mental energy to work as well as complying with the rules and policies of the Company, good values and traditions by taking into account the interests of the Company as a priority.
- 6.9 Perform duties in accordance with the occupational health policy, safety and working environment.
- 6.10 Keep the confidentiality of customers, partners and the Company strictly by taking care to prevent the documents or confidential company news leaked or falls to unrelated persons which may cause damage to the Company.

- 6.11 Do not accuse or take any action leading to division or damage within the Company or of persons related to the Company.
- 6.12 Maintain one's dignity in the Company.
- 6.13 Building good relationships by cooperating with society, communities, government agencies and related organizations that providing information, employees at all levels should perform their duties carefully, prudent for the benefit of the Company and the public.
- 6.14 Pay attention and help with any actions to maintain the working environment and atmosphere including the development of the organization to excellence.
- 6.15 Do not engage in any act or cover up any act that may have conflicts of interest with the Company or engage in concealment of any illegal acts.
- 6.16 No employee position in other organizations.

(7) Treatment of customers, business partners, creditors and competitors

- 7.1 Treat customers, trading partners and creditors with equality and fairness on the basis of receiving fair returns for both sides.
- 7.2 Comply with contracts and conditions as agreed upon strictly where in the event that one of the conditions cannot be met, it must notify the parties in advance in order to jointly consider finding solutions.
- 7.3 Regularly report accurate, complete and timely financial information to creditors, however, in the event that the Company is unable to comply with the conditions in the agreement or contracts between creditors and the Company, the Company shall negotiate with creditors in advance to jointly find solutions and prevent damage including treasury management to ensure creditors in the Company's financial status and ability to pay debts.
- 7.4 Provide accurate service information that be sufficient for customers, so that customers have enough information to make decisions without making exaggerated claims in advertisements to mislead customers about the quality, conditions or prices of the service.
- 7.5 Respond to customer needs with speed and efficiency by providing a system and channels for customers to conveniently and efficiently complain about the service.
- 7.6 Do not seek competitors' confidential information through dishonest or improper means such as paying bribes to employees of competitors.
- 7.7 Treat commercial competitors under the framework of good competition and not damage the reputation of commercial competitors.

(8) Social and Environmental Responsibility

- 8.1 Responsible for environmental preservation local customs and traditions where the Company is located.
- 8.2 Conduct social activities on appropriate occasions as well as participating in activities for public service, education, community development and the environment. Also, building progress for the nation through the Company's own operations and cooperation with the community and government.
- 8.3 Encourage the Company's employees to have awareness and responsibility towards society and the environment.

(9) Violation or non-compliance with the Code of Conduct in Business

In order to comply with the policy of business ethics, the Company therefore sets up punishment measures in case it is found that Directors, Executives, Employees, including Temporary Workers, Consultants, representatives or those assigned to act on behalf of the Company or on behalf of the persons mentioned above who do not comply or take any action that is not in accordance with this policy according to the following measures:

- (1) Verbal or written warning
- (2) Omitting consideration of increasing wages or annual rewards
- (3) Probation or work suspension order
- (4) Dismissal, dismissal or termination of employment

The Company have to review and update this policy as necessary and appropriate within 2 years, at least 1 time.

6.3 Significant changes and developments in policies, practices and corporate governance systems in the past year

The Company has started to formulate policies, guidelines and corporate governance systems in 2020 and have been applied within the organization. However, the Company has not changed policies, guidelines and corporate governance systems in the past year.



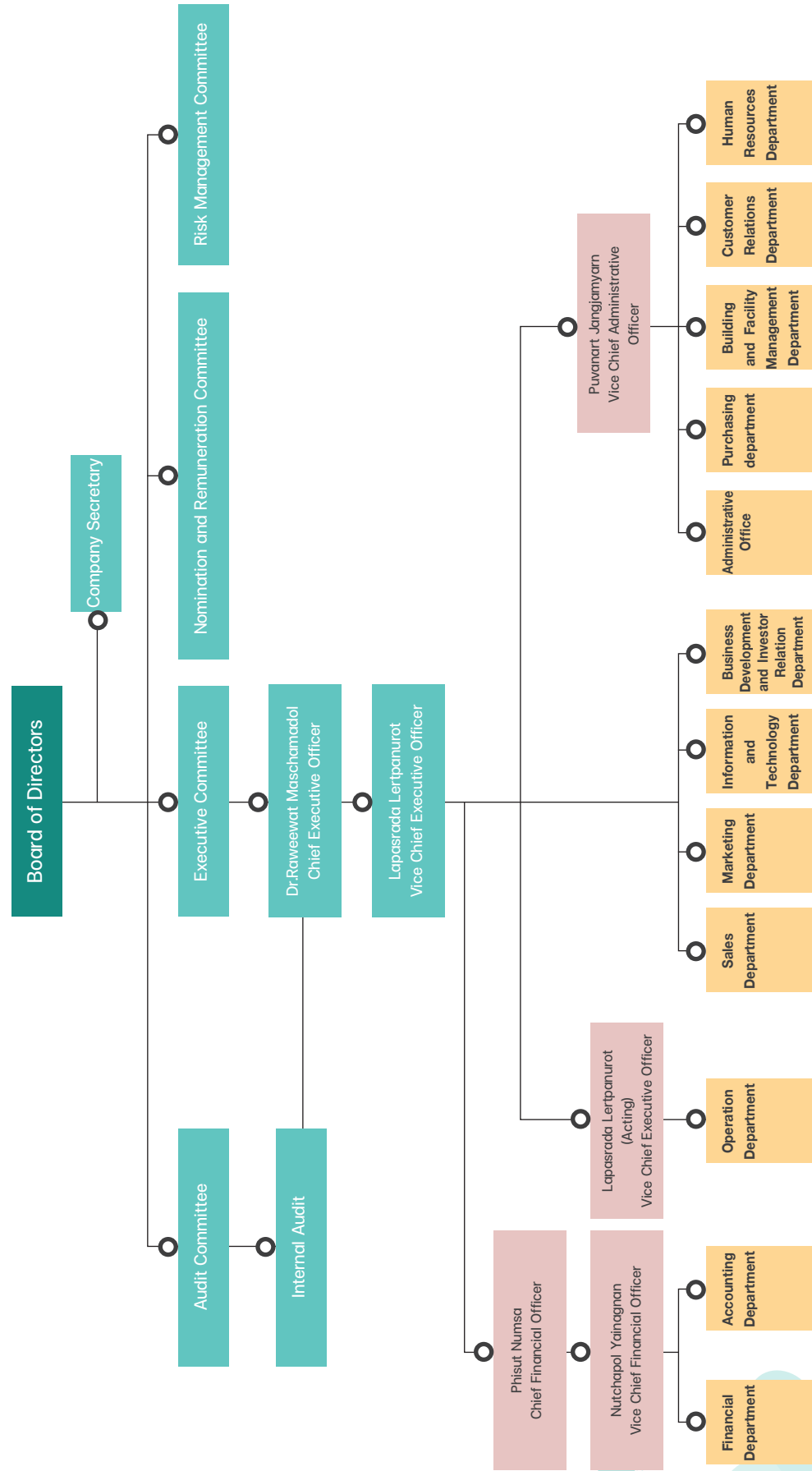
6.4 Summary of important financial approval authority

The Board of Directors' Meeting No. 5/2022 held on June 14, 2022 resolved to approve the Table of Authority, which can summarize the authority to approve important items in the normal course of business of the Company as follows:

Details	Board of Directors	Executive Committee	Chief Executive Officer	Deputy Officer Chief Executive	Chief Officer (C-Level)	Director	Manager
1. Approval of each investment budget	More than 20 million baht	Not more than 20 million baht	Not more than 10 million baht	Not more than 1 million baht	-	-	-
2. Adjustment of the asset account per time (write-off, sale)	More than 5 million baht	Not more than 5 million baht	Not more than 1 million baht	Not more than 500,000 baht	Not more than 100,000 baht	-	-
3. Procurement (Pharmaceuticals, general procurement)	More than 10 million baht	Not more than 10 million	Not more than 5 million baht	Not more than 3 million baht	-	-	Not more than 20,000 baht (Purchasing Manager)
4. Purchase of fixed assets	More than 10 million baht	more than 10 million	Not more than 5 million baht	Not more than 3 million baht	-	-	Not more than 20,000 baht
5. Limit of approval for marketing expenses per time	More than 10 million baht	Not more than 10 million	Not more than 5 million baht	Not more than 3 million baht	Not more than 100,000 baht	Not more than 50,000 baht	Not more than 20,000 baht

7. Corporate Governance Structure and Details of the Board of Directors, Sub-Committee, Executives, and Employees

7.1 Corporate Governance Structure



Note : The above management structure was approved by the Board of Directors at Meeting No. 5/2022 on June 14, 2022.

7.2 The Board of Directors

7.2.1 Composition of the Board of Directors

The Board of Directors is comprised of highly qualified individuals with knowledge, skill, and experience that contribute to the success of corporate operations. The Board of Directors plays an essential role in setting directions, policies, and business strategies, as well as supervising the management to achieve objectives and goals that create value and sustainability for the Company's best interest, in accordance with policies, laws, objectives, regulations, and resolutions of the Board of Directors and shareholder's meetings with responsibility and faithfully.

The Board of Directors consisted of eight members as of December 31, 2022, with three executive directors (representing 37.5% of the total number of directors) and five independent directors (representing 62.5% of the total number of directors). Which is at least one-third of the total number of directors, and each of the five independent directors is qualified under applicable rules and regulations. In addition, there is one female director and seven male directors at the Company. Appendix 1 contains information and relevant details of the Company's directors (Details of Directors, Executives, Authorized Persons, Persons Assigned to the Highest Responsibilities in Accounting and Finance, Persons Directly Responsible for Supervision of Accounting, and Company Secretary)

7.2.2 Information of the Board of Directors

As of December 31, 2022, the Board of Directors consisted of eight members as follows:

Name	Position
1. Dr. Jedsada Chokdamrongsuk	Chairman of the Board of Directors / Independent Director
2. Mr. Chakkrit Parapuntakul	Director / Independent Director
3. Mr. Thanawat Lertwattanarak	Director / Independent Director
4. Mr. Nutthirutt Wanwimonphong	Director / Independent Director
5. Mr. Vichate Tantiwanich	Director / Independent Director
6. Dr. Raweewat Maschamadol	Director / Chief Executive Officer
7. Ms. Lapasrada Lertpanurot	Director / Vice Chief Executive Officer
8. Mr. Phisut Numsa	Director / Chief Financial Officer

Note : 1. Dr. Jedsada Chokdamrongsuk, M.D., Mr. Chakkrit Parapuntakul, Mr. Thanawat Lertwattanarak, and Mr. Nutthirutt Wanwimonphong were appointed directors at the Extraordinary General Meeting of Shareholders No. 3/2020 on December 15, 2020. Dr. Jedsada Chokdamrongsuk, M.D. was appointed the Chairman of the Board of Directors at the Board of Directors Meeting No. 3/2022 on May 3, 2022.

2. Mr. Vichate Tantiwanich was appointed director at the Board of Directors Meeting No. 3/2022 on May 3, 2022.

3. Ms. Lapasrada Lertpanurot and Mr. Phisut Numsa were appointed directors at the Extraordinary General Meeting of Shareholders No. 2/2020 on September 25, 2020.

Ms. Patomporn Ngamkham acting as the Company Secretary appointed in the Board of Directors Meeting No. 5/2022 on June 14, 2022.

Authorized Directors

Directors who have the authorization to sign on behalf of the Company comprise Dr. Raweewat Maschamadol, Ms. Lapasrada Lertpanurot, and Mr. Phisut Numsa, two of these three directors sign together with the Company's seal.

Board of Director



Dr. Jedsada Chokdamrongsuk

Chairman of the Board of Directors /
Independent Director

Mr. Chakkrit Parapuntakul

Director / Independent Director /
Chairman of the Audit Committee /
Nomination and Remuneration Committee

Mr. Vichate Tantiwanich

Director / Independent Director /
Audit Committee / Chairman of the
Nomination and Remuneration Committee



Mr. Thanawat Lertwattanak

Director / Independent Director /
Audit Committee / Chairman of the
Risk Management Committee

Mr. Nutthirutt Wanwimonphong

Director / Independent Director /
Audit Committee

Dr. Raweevat Maschamadol

Director / Risk Management Committee /
Chairman of the Executive Committee /
Chief Executive Officer



Ms. Lapasrada Lertpanurot

Director / Nomination and Remuneration Committee /
Risk Management Committee / Executive Committee /
Vice Chief Executive Officer

Mr. Phisut Numsa

Director / Executive Committee /
Chief Financial Officer

7.2.3 Roles and Responsibilities of the Board of Directors

7.2.3.1 The Scope of Authorities and Responsibilities of the Company's Directors

The Board of Directors is responsible for establishing the Company's objectives, primary goals, vision, mission, policies, strategic goals, operating plan, management structure, approval authority, and budget, as well as approving the management's proposed policies and operational directions and supervising the Company's operations for the benefit of the Shareholders. The Board of directors shall perform their duties with prudence and care (Duty of Care), Honesty (Duty of Loyalty) and avoid any Company's conflicts of interest, comply with the laws, the Company's objectives and regulations, and resolutions of the shareholders' meeting (Duty of Obedience), and disclose information to shareholders accurately, thoroughly, and explicitly (Duty of Disclosure). Regarding the Board of Directors Meeting No. 5/2022 on June 14, 2022, resolved to approve the scope of authority, duties, and responsibilities of the Board of Directors. Details are shown in Appendix 4, "Corporate Governance Policy and Guidelines and Business Ethics." section 4.9, "Board of Directors Charter."

7.2.3.2 The Scope of Authorities and Responsibilities of the Chairman of the Board

The Chairman of the Board of Directors is responsible for supervising and monitoring the performance of the Board of Directors to effectively achieve the organization's objectives and primary goals, promoting an ethical culture and good corporate governance, and encouraging directors to exercise prudent discretion and provide independent opinions. The Chairman of the Board will be responsible for the following responsibilities.

1. Supervising and monitoring the performance of the Board of Directors to ensure the achievement of objectives and main goals efficiently.
2. Ensuring all directors contribute to creating an ethical company culture and good corporate governance.
3. Setting the agenda of the Board of Directors meetings in consultation with the Chief Executive Officer and ensuring that essential matters are included.
4. Assigning sufficient time for the management team to present essential matters and for the directors to discuss thoroughly, also promoting directors to exercise prudent discretion and give independent opinions.
5. Creating good relationships between executive directors and non-executive directors. And between the Board of Directors and the management team.

7.3 Sub-committee

The Company has four Sub-committees as of December 31, 2022: (1) Audit Committee, (2) Risk Management Committee, (3) Nomination and Remuneration Committee, and (4) Executive Committee.

The Board of Directors authorizes the Sub-committee charter, which specifies its objectives, composition, qualifications, appointment and tenure, meetings, tasks, responsibilities, and performance evaluation. At least once a year, the Sub-committee will analyze, review, and amend the charter before submitting it to the Board of Directors for approval. Regularly, the Sub-committee must report significant performance to the Board of Directors.

7.3.1 The Scope of Duties and Responsibilities of the Sub-Committee

7.3.1.1 The Scope of Duties and Responsibilities of the Audit Committee

The audit committee is responsible for reviewing the Company's accurate and reliable financial reports and providing opinions on an appropriate and effective internal control audit system, including the related transaction that may cause conflicts of interest or dealings of acquisition and disposition of assets to be accurate and complete in accordance with applicable laws, rules, regulations, announcements of the SEC, the SET, and other regulations. To ensure that entering into such transactions is reasonable and in the Company's best interest for presentation to the Board of Directors for approval. Regarding the Board of Directors Meeting No. 5/2022 on June 14, 2022, resolved to approve the scope of authority, duties, and responsibilities of the Audit Committee. Details are shown in Appendix 4, "Corporate Governance Policy and Guidelines and Business Ethics." section 4.10, "Audit Committee Charter."

7.3.1.2 The Scope of Authorities and Responsibilities of the Risk Management Committee

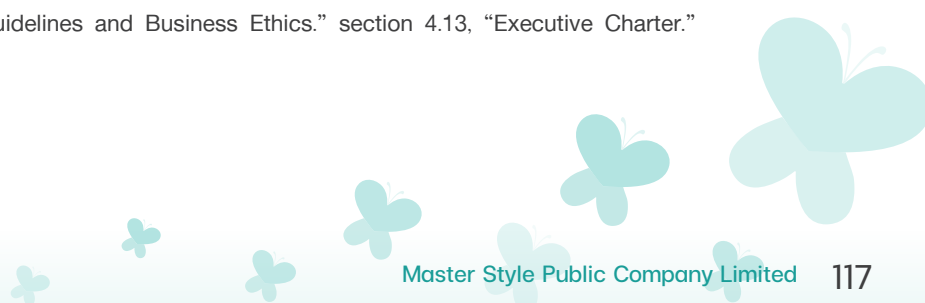
The Risk Management Committee is accountable for submitting and reviewing the company's risk management policy and general risk management guidelines to the Board of Directors for approval and oversight of their execution. Regarding the Board of Directors Meeting No. 5/2022 on June 14, 2022, resolved to approve the scope of authority, duties, and responsibilities of the Audit Committee. Details are shown in Appendix 4, "Corporate Governance Policy and Guidelines and Business Ethics." section 4.11, "Risk Management Committee Charter."

7.3.1.3 The Scope of Authorities and Responsibilities of the Nomination and Remuneration Committee

The Nomination and Remuneration Committee is responsible for proposing to the Board of Directors for consideration the nomination policy and remuneration policy of the Board of Directors, the Sub-committee, and the Chief Executive Officer. Establish appropriate remuneration, including giving evaluation criteria and methodologies for the Board of Directors, Sub-committees, and Chief Executive Officer. Formulate and evaluate corporate governance, anti-corruption, ethical requirements, and business ethics policies. Regarding the Board of Directors Meeting No. 5/2022 on June 14, 2022, resolved to approve the scope of authority, duties, and responsibilities of the Nomination and Remuneration Committee. Details are shown in Appendix 4, "Corporate Governance Policy and Guidelines and Business Ethics." section 4.12, "Nomination and Remuneration Committee Charter."

7.3.1.4 The Scope of Authorities and Responsibilities of the Executive Committee

The Executive Committee is responsible for administrating the Company's standard operations and business management following objectives, policies, regulations, directions, and resolutions of the Board of Directors and shareholders' meeting. The Executive Committee determines policies, business plans, budgets, management structures, and various administrative authorities of the Company, as well as establishes criteria for conducting business in accordance with economic conditions to propose to the Board of Directors meeting for approval and/or suggestion. Including auditing and monitoring the Company's performance according to the policy. Regarding the Board of Directors Meeting No. 5/2022 on June 14, 2022, resolved to approve the scope of authority, duties, and responsibilities of the Executive Committee. Details are shown in Appendix 4, "Corporate Governance Policy and Guidelines and Business Ethics." section 4.13, "Executive Charter."



7.3.2 Details of Sub-Committee

7.3.2.1 Audit Committee

As of December 31, 2022, the Audit Committee consisted of four members as follows:

Name	Position
1. Mr. Chakkrit Parapuntakul	Chairman of the Audit Committee
2. Mr. Thanawat Lertwattanarak	Audit Committee
3. Mr. Nutthirutt Wanwimonphong	Audit Committee
4. Mr. Vichate Tantiwanich	Audit Committee

Annotation : 1. Mr. Chakkrit Parapuntakul, Mr. Thanawat Lertwattanarak, and Mr. Nutthirutt Wanwimonphong were appointed members of the Audit Committee at the Board of Directors Meeting No. 5/2020 on December 24, 2020.
2. Mr. Vichate Tantiwanich was appointed member of the Audit Committee at the Board of Directors Meeting No. 3/2022 on May 3, 2022.

Ms. Patomporn Ngamkham acting as the secretary of the Audit Committee appointed in the meeting of the Audit Committee No. 5/2022 on June 14, 2022.

Mr. Chakkrit Parapuntakul is a member of the Audit Committee with knowledge and experience in evaluating the reliability of financial statements. Mr. Chakkrit Parapuntakul earned a bachelor's degree in accounting from Thammasat University and a master's degree in business administration from Angelo State University in the United States.

7.3.3 Risk Management Committee

As of December 31, 2022, the Risk Management Committee consisted of three members as follows:

Name	Position
1. Mr. Thanawat Lertwattanarak	Chairman of the Risk Management Committee
2. Dr. Raweewat Maschamadol	Risk Management Committee
3. Ms. Lapasrada Lertpanurot	Risk Management Committee

annotation : 1. Mr. Thanawat Lertwattanarak and Dr. Raweewat Maschamadol, M.D., were appointed members of the Risk Management Committee at the Board of Directors Meeting No. 4/2021 on November 11, 2021.
2. Ms. Lapasrada Lertpanurot was appointed member of the Risk Management Committee at the Board of Directors Meeting No. 3/2022 on May 3, 2022.

Ms. Patomporn Ngamkham acting as the secretary of the Risk Management Committee as appointed in the Risk Management Committee Meeting No. 1/2022 on May 13, 2022.

7.3.4 Nomination and Remuneration Committee

As of December 31, 2022, the Nomination and Remuneration Committee consisted of three members as follows:

Name	Position
1. Mr. Vichate Tantiwanich	Chairman of the Nomination and Remuneration Committee
2. Mr. Chakkrit Parapuntakul	Nomination and Remuneration Committee
3. Ms. Lapasrada Lertpanurot	Nomination and Remuneration Committee

annotation : 1. Mr. Vichate Tantiwanich was appointed member of the Nomination and Remuneration Committee at the Board of Directors Meeting No. 3/2022 on May 3, 2022.
2. Mr. Chakkrit Parapuntakul and Ms. Lapasrada Lertpanurot were appointed members of the Nomination and Remuneration Committee at the Board of Directors Meeting No. 4/2021 on November 11, 2021.

Ms. Patomporn Ngamkham acting as the secretary of the Nomination and Remuneration Committee as appointed in the Nomination and Remuneration Committee Meeting No. 1/2022 on February 25, 2022

7.3.5 Executive Committee

As of December 31, 2022, the Executive Committee consisted of five members as follows:

Name	Position
1. Dr. Raweewat Maschamadol	Executive Chairman
2. Ms. Lapasrada Lertpanurot	Executive Director
3. Mr. Phisut Numsa	Executive Director
4. Mr. Nutchapol Yainagnan	Executive Director
5. Mr. Puvanart Jangjamyarn	Executive Director

7.4 Details of Directors

7.4.1 List of Directors

As of December 31, 2022, the Company's executives consisted of five members as follows:

Name	Position
1. Dr. Raweewat Maschamadol	Chief Executive Officer
2. Ms. Lapasrada Lertpanurot	Vice Chief Executive Officer
3. Mr. Phisut Numsa	Chief Financial Officer
4. Mr. Nutchapol Yainagnan	Vice Chief Financial Officer
5. Mr. Puvanart Jangjamyarn	Vice Chief Administrative Officer

The information and relevant details of the directors of the Company are shown in Appendix 1, "Details of Directors, Executives, Authorized Persons, Persons Assigned to the Highest Responsibilities in Accounting and Finance, Persons Directly Responsible for Supervision of Accounting, and Company Secretary."

7.4.2 Directors and Executives Remuneration Policy

The Nomination and Remuneration Policy for Directors, Sub-committees, and Chief Executive Officer was authorized at Board Meetings No. 1/2021 and 1/2022 on March 1, 2021, and February 25, 2022, respectively. Several variables, including knowledge, skill, work experience, and responsibility, as well as the industry standard for organizations of a comparable size, are taken into account when determining the suitable compensation. The Nomination and Remuneration Committee determines compensation and submits it for approval to the Board of Directors and shareholders' meeting. (Depending on the situation)

7.4.3 Remuneration of Directors

7.4.3.1 Monetary Remuneration

For the fiscal year ending December 31, 2021, and the fiscal year ending December 31, 2022, the Company has compensated its executives. The details are as follows:

Remuneration	2021 (Million Baht)	2022 (Million Baht)
Salary and Bonus	14.42	18.02
Social Security and Other Compensation	0.02	0.02
Provident Funds	0.62	0.70
Total Monetary Remuneration	15.06	18.74
Total Directors	5	5

7.4.3.2 Other Remuneration

In accordance with company regulations, directors received the same welfare and benefits as employees, such as health and accident insurance.

7.5 Details of the Employees

As of December 31, 2020, December 31, 2021, and December 31, 2022, the Company has a total of 287, 344, and 571 full-time employees respectively (excluding executives), with the following breakdowns:

Department	31 Dec 20	31 Dec 21	31 Dec 22
1. Administration	24	24	63
2. Procurement	4	4	6
3. Building and Facility Management	18	21	29
4. Human Resources	-	9	12
5. Sales	74	78	117
6. Marketing	44	89	144
7. Hospital Division	99	87	160
8. Financial	10	11	12
9. Accounting	6	6	6
10. Information Technology	6	8	10
11. Internal Audit	2	7	7
12. Business Development and Investor Relations	-	-	5
Total	287	344	571

7.5.1 In the past three years, there have been considerable shifts in personnel numbers.

7.5.2 From 2020 and 2022, the number of employees expanded by 284, primarily due to sales, marketing, and hospital staff growth for the business to retain a competitive level and acquire additional customers. Includes improving the capacity to deliver services as the number of clients rises, which will result in increased revenue for the Company.

7.5.3 Employee Remuneration

In 2020-2022, employees were compensated by wages, bonuses, social security funds, provident funds, and other remuneration with 100.66 million baht, 105.83 million baht, and 253.19 million baht, respectively.

7.5.4 Provident Fund

As a future assurance for employees and their families, the Company seeks to encourage employee savings, motivate personnel, and develop their devotion to the organization. Thus, the Company formed a provident fund on August 15, 2020 as an employee benefit in accordance with the Provident Fund Act B.E. 2530 (Including any additional amendments). The Company Appointing TISCO Asset Management Co., Ltd. with the provident fund administration registered as “TISCO Provident Fund Master Joint Venture.” The employee’s cumulative payment rate ranges between 2 and 15% of the salary, and employer contributions range between 4 and 5% of earnings. As of December 31, 2022, the provident fund has 80 members, including Company executives and employees.

7.5.5 Human resource development policy

In accordance with the policy on good corporate governance code of practice 4.4, the Company has the policy to consistently develop staff at all levels. The Board of Directors will oversee personnel management following the organization’s mission and strategy. Individuals will be developed to have the knowledge, abilities, experience, and motivation and will be treated fairly and equally to maintain competent personnel.

7.6 Other Important Information

7.6.1 List of Individuals Given Responsibilities

7.6.1.1 Company Secretary

Ms. Patomporn Ngamkham was appointed Company Secretary during Board Meeting No. 5/2022, held on June 14, 2022. The responsibilities and duties of the Company Secretary are listed below.

1. Provide information and preliminary advice to directors and executives regarding compliance with business-related laws, requirements, rules, and regulations of the Company, supervise its execution to ensure that it is carried out correctly, and inform directors and executives of significant changes to legal requirements.
2. Monitor and supervise the disclosure of relevant details and information in accordance with the Stock Exchange of Thailand’s, the Securities and Exchange Commission’s, and the Capital Market Supervisory Board’s regulations, notices, and requirements.
3. Coordinate or take other actions in accordance with the Stock Exchange of Thailand, the Securities and Exchange Commission, and Capital Market Supervisory Board announcements.

4. Summarize every six months the reports on the securities holdings and changes of the Company's directors, managers, and executives who own more than 30% of the Company's shares, as well as the spouses, unmarried partners, and minor children of these individuals to the Board of Directors' meeting.
5. Monitor and verify that the shareholders' and the Board of Directors' meetings adhere to the laws, the Company's Articles of Association, and related practices. Monitor compliance with the resolution of the shareholders' and the board of directors' meetings.
6. Prepare and keep important documents as follows:
 - (a) Register of Directors
 - (b) Register of Shareholders
 - (c) Board of Directors' meeting notices and minutes of Board and Sub-committees' meetings.
 - (d) Shareholders' meeting notices and minutes
 - (e) Annual Report of the Company
7. Maintain the stakeholder report and the certificate of independence reported by the director or executive. Send a copy to the Chairman of the Board of Directors and the Chairman of the Audit Committee within seven business days of receiving the report.
8. Increasing knowledge and comprehension of the guidelines, including encouraging the Company to implement good corporate governance practices.
9. Supervise the activities of the Board of Directors and any other actions in accordance with the law and/or as specified in the notification of the Capital Market Supervisory Board and/or as instructed by the Board of Directors.

Additional information regarding the qualifications of the Accounting Supervisor is shown in Appendix 1, "Details of Directors, Executives, Authorized Persons, Persons Assigned to the Highest Responsibilities in Accounting and Finance, Persons Directly Responsible for Supervision of Accounting, and Company Secretary."

7.6.1.2 Accounting Supervisor

The Company has appointed Ms. Wilawan Lekhasak as the Chief Accountant responsible for overseeing the Company's accounting as of March 1, 2021, for which she is fully qualified according to SEC and SET regulations. (Please refer to Appendix 1 for additional information regarding the qualifications of the Accounting Supervisor, "Details of Directors, Executives, Authorized Persons, Persons Assigned to the Highest Responsibilities in Accounting and Finance, Persons Directly Responsible for Supervision of Accounting, and Company Secretary.")

7.6.1.3 Chief Internal Audit of Company

The Company has appointed Mr. Suparoek Jeebkrate as the Internal Audit Officer responsible for supervising the Company's internal audit as of September 2020, for which he has experience with the organization's internal auditing. (Please refer to Appendix 2 for additional information regarding the qualifications of the Internal Audit Officer, "Details of Internal Audit Officer.")

7.6.1.4 Internal Audit

The Company employed ISBAR Corporation Co., Ltd. as its internal auditor, and ISBAR Corporation Co., Ltd. appointed Mr. Sirisak Manitkunakarn as the Company's internal audit supervisor. (Please refer to Appendix 2 for additional information regarding the qualifications of the Internal Audit Supervisor, "Details of Company's internal audit supervisor and Head of Compliance")

7.6.2 Investor Relations

Name : Lapasrada Lertpanurot
 Address : 99/19 Sukhothai Road, Dusit District, Dusit District, Bangkok 10300
 Phone : 02-160-8663

7.6.3 Auditor's Remuneration

The Company reimbursed EY Office Company Limited, the Company's auditor, for preparing the financial statements for the year ended December 31, 2021, and the year ended December 31, 2022, as follows:

Financial Statements	Auditor	Audit Fee
2021	EY Office Company Limited	1.68 MB
2022	EY Office Company Limited	2.88 MB

The Company's auditor and office do not own any shares and have no relationships or shared interests with the Company's directors, executive officers, major shareholders, authorized persons, or individuals affiliated with the Company that could have an impact on the auditor's independence.

8. Report on Key Performance in Corporate Governance

8.1 Summary of the Board of Directors' Performance in the Past Year

From 2020 to 2022, the Board of Directors' performance can be summarized as follows: The Board of Directors has established significant policies and strategies to increase the Company's capabilities, such as closely monitoring the Company's operating results and financial status so that it can conduct business continuously and increase its competitiveness. In addition, the Board of Directors and the Audit Committee have adopted the Securities and Exchange Commission's 2017 principles of good corporate governance for publicly traded companies to set the Company's policy, including supervising the adequacy of the Company's internal control system, the Consistency of Company's Risk Management, and providing accurate and complete financial reports in accordance with relevant financial reporting standards this includes compliance with other applicable regulations.

8.1.1 Recruiting, Developing and Evaluating the Board of Directors Performance

8.1.1.1 Independent Directors Nomination

When appointing a director, in addition to gender, age, educational background, and professional experience, various qualifications must be considered, including expertise in business, industry, management, financial accounting, laws, and corporate governance. The committee is responsible for selecting, validating, and nominating qualified individuals in accordance with applicable regulations and laws to get professional and diverse directors. The Board of Directors structure, size, and composition will be addressed at shareholder meetings. However, there must be integrity and clarity in the selection of directors with sufficient details of individuals' knowledge, skill, and experience for the decision-making benefit of the Board of Directors and shareholders. In addition, the Board of Directors will establish the eligibility requirements for minority shareholders to nominate candidates for election as directors.

The shareholders' meeting appoints directors with a majority vote in accordance with regulations and procedures as follows:

1. Each share carries one vote per shareholder.
2. Each shareholder must use all their votes to elect one or more board members, but they cannot specify the exact number of votes for each candidate.
3. The individual receiving the most votes in descending order will be elected as the total number of directors required. If the individuals elected in descending order have equal votes, which would otherwise exceed the maximum number of directors, the Chairman of the Board will cast the deciding vote.

If a director's position becomes vacant for reasons besides retirement by rotation. At the next Board meeting, the Board of Directors considers appointing a qualified individual who is not prohibited by law as a replacement director, except if the remaining term of the retiring director is less than two months, the replacement director will only serve for the remaining period. In this regard, the resolution to appoint a replacement director must receive the votes of at least three-quarters of the remaining directors.

Qualification of Independent Directors

1. Holding no more than 1% of the total number of shares with the Company's voting rights, including shares held by the director's relatives.

2. Not being or having been the director of the Company involved in the management and must not be staff, employee, a salaried advisor, or authorized person of the Company, parent Company, subsidiary Company, or associated Company, major shareholder, authorized person of the Company unless retired from such a position for at least two years before the date of filing for permission to the Securities and Exchange Commission. However, such prohibited characteristics do not include instances in which independent directors formerly served as government officials or as an advisor to a government agency that is a major shareholder.
3. Not being related by blood or legal registration as the father, mother, spouse, sibling, or child of any other director, executive, major shareholder, authorized, or nominee for director, executive, authorized person of the Company or its subsidiaries.
4. Not having or ever having a business relationship with the Company, parent Company, subsidiary Company, or associated Company, major shareholder, authorized person of the Company in a manner that may jeopardize their ability to exercise independent judgment. Not being or having been a significant shareholder or authorized person of an individual with a business relationship with the Company, parent Company, subsidiary Company, or associated Company, major shareholder, authorized person of the Company unless retired from having such a characteristic for at least two years before the date of filing for permission to the Securities and Exchange Commission.
5. Not being or having been an auditor of the Company, parent Company, subsidiary Company, or associated Company, major shareholder, authorized person of the Company. Must not be a significant shareholder, authorized person, or partner of the audit office, which has the Company's auditor, parent Company, subsidiary Company, or associated Company, major shareholder, authorized person of the Company unless retired from having such a characteristic for at least two years before the date of filing for permission to the Securities and Exchange Commission.
6. Not being or having been a professional service provider, including a legal or financial advisor, who receives more than 2 million baht annually in service fees from the Company, parent Company, subsidiary Company, or associated Company, major shareholder, authorized person of the Company. Must not be a significant shareholder, authorized person, or partner of the professional service provider unless retired from having such a characteristic for at least two years before the date of filing for permission to the Securities and Exchange Commission.
7. Not being a company director designated as a director's representative, major shareholders, or shareholders related to significant shareholders.
8. Not operating a business of a similar type and is in significant competition with the Company's business or its subsidiaries. Must not be an essential partner in a partnership, management director, staff, employee, a salaried advisor, or holding more than 1% of the other Company's voting rights shares that has a similar business and is in significant competition with the Company's business or its subsidiaries.
9. Not having other characteristics that prevent expressing independent opinions regarding the Company's operations.

8.1.1.2 Executives Nomination

Chief Executive Officer

The Executive Committee will develop a succession plan for the Chief Executive Officer to present to the Board of Directors for consideration.

For the recruitment and selection of candidates for the Chief Executive Officer position, The Board of Directors has arranged to monitor the progress of the succession plan if the Chief Executive Officer position becomes vacant or the incumbent cannot carry out their duties. The Company has a procedure for executives at a similar level or second level to act in the position until the recruitment and selection of qualified candidates who meet the Company's criteria. The executive committee considers the candidate's vision, proficiency, experience, and cultural fit by acting as a recruiter to recommend to the Board of Directors for consideration and approval the most qualified candidate for the vacant position.

The following are the basic qualifications of the Chief Executive Officer:

1. Master's degree or equivalent or more than 15 years of experience in corporate management.
2. Exercise leadership and management ethics, as well as good corporate governance.
3. Visionary and creative ideas.
4. Capable of developing strategies or policies to establish a company's culture, expertise in organizational management, knowledge, and experience with the organization's business.
5. No records of moral and ethical violations

Executives

If the Vice Chief Executive Officer or other Executive position becomes vacant or the incumbent cannot carry out their duties. The Company will present the selected candidates to the Chief Executive Officer (for Vice Chief Executive Officer position) and the Vice Chief Executive Officer (for other Executive positions). Following is the succession planning of the executive level of the Company.

1. Determine important job.
2. Determine the necessary qualifications and abilities.
3. Analyze and assess potential successors.
4. Create a plan for the development of each individual's competencies.
5. Develop successors.
6. Assume the position and evaluate the continuity.

A vacancy occurs when the successor is qualified for more responsibilities or a higher-level position. The Board of Directors and Chief Executive Officer or Vice Chief Executive Officer will consider for approval of acting and promotion in accordance with Company's regulation.

Developing

For directors and executives to comprehend their duties, roles, and responsibilities, the Company provides individuals with training and fundamental organizational knowledge along with encouraging continual development of understanding. Which covers every aspect of the efficient performance corresponding with changes in external conditions and the Company's sustainable growth.

In 2022, the Company encouraged directors and executives to participate in the following training courses:

1. Director Accreditation Program (DAP)
2. CFO's Orientation Course

Performance evaluation of The Board of Directors

The Board of Directors mandates at least one self-assessment per year, both as a group and individual, to help the directors consider and review their work with various problems and obstacles for improvement. Disclosure of procedure guidelines and overall assessment results are shown in annual report.

8.1.2 Directors' Meeting Participation and Remuneration

Directors' Meeting Participation

Directors' meetings participation of 2022 can be summarized as follows:

Name	Attendance / Total Meeting	
	Position	Year 2022
Dr. Jedsada Chokdamrongsuk	Chairman of the Board	9/9
Mr. Smai Leesakul ¹	Director	2/2
Mr. Chakkrit Parapuntakul	Director	9/9
Mr. Vichate Tantiwanich ²	Director	5/5
Mr. Thanawat Lertwattanak	Director	9/9
Mr. Nutthirutt Wanwimonphong	Director	9/9
Dr. Raweewat Maschamadol	Director	9/9
Ms. Lapasrada Lertpanurot	Director	9/9
Mr. Phisut Numsa	Director	9/9

annotation : 1. Mr. Smai Leesakul resigned from the Board of Directors on March 10, 2022.
 2. Dr. Jedsada Chokdamrongsuk was appointed the Chairman by the Board of Directors Meeting No. 3/2022 on May 3, 2022.
 3. Mr. Vichate Tantiwanich was appointed director by the Board of Directors Meeting No. 3/2022 on May 3, 2022. However, due to a personal obligation, he was unable to attend the Board of Directors Meeting No. 4/2022.

Remuneration for Directors and Managements

The Annual General Meeting for 2022, March 31, 2022, resolved to determine the remuneration of the Board of Directors and Sub-committees as follows:

Position	Meeting allowance and remuneration for the year 2022	
	Allowance (Baht/Person)	Remuneration (Baht/Month)
Chairman of the Board of Directors	12,000	25,000
Directors	10,000	15,000
Chairman of the Audit Committee	12,000	-
Audit Committee	10,000	-
Chairman of the Nomination and Remuneration Committee	12,000	-
Nomination and Remuneration Committee	10,000	-
Chairman of the Risk Management Committee	12,000	-
Risk Management Committee	10,000	-

Details of the meeting allowance for the year ended on December 31, 2022 (Baht/Person)

Name	Executive Committee	Audit Committee	Risk Management Committee	Nomination and Remuneration Committee	Total
Mr. Smai Leesakul	24,000	-	-	-	24,000
Dr. Jedsada Chokdamrongsuk	104,000	-	-	12,000	116,000
Mr. Chakkrit Parapuntakul	90,000	72,000	-	20,000	182,000
Mr. Thanawat Lertwattanarak	90,000	60,000	24,000	-	174,000
Mr. Nutthirutt Wanwimonphong	90,000	60,000	-	-	150,000
Mr. Vichate Tantiwanich	50,000	30,000	-	12,000	92,000
Dr. Raweewat Maschamadol	-	-	-	-	-
Ms. Lapasrada Lertpanurot	-	-	-	-	-
Mr. Phisut Numsa	-	-	-	-	-
Total	448,000	222,000	24,000	44,000	738,000

Details of the meeting allowance for the year ended on December 31, 2022 (Baht/Person)

Name	Year 2022
Mr. Smai Leesakul	75,000
Dr. Jedsada Chokdamrongsuk	260,000
Mr. Chakkrit Parapuntakul	180,000
Mr. Thanawat Lertwattanarak	180,000
Mr. Nutthirutt Wanwimonphon	180,000
Mr. Vichate Tantiwanich	120,000
Dr. Raweewat Maschamadol	-
Ms. Lapasrada Lertpanurot	-
Mr. Phisut Numsa	-
Total	995,000

Annotation : 1. Mr. Smai Leesakul resigned from the Board of Directors on March 10, 2022.

Other Remuneration

- All directors and their families (spouses and children) are entitled to receive services at the hospital. For the Chairman of the Board of Directors, the amount must not exceed 500,000 Baht, and the company directors' amount must not exceed 250,000 Baht.

8.1.3 Supervision of Subsidiaries and Associates

The Company has no subsidiaries or associated companies. However, The Company has established a policy to control and supervise the operations of the invested business in accordance with regulations governing the administration of subsidiaries and/or associated companies. According to the notification of the Capital Market Supervisory Board regarding the application for permission and granting the sale of newly issued shares (Including any additional amendments). Regulations of the Stock Exchange of Thailand regarding the inclusion of common and preferred shares as listed securities in 2021 (Including any additional amendments) and guidelines for good corporate governance. The Company places great importance on this policy as an important mechanism that leads to a decent, transparent, verifiable management system and can effectively determine the direction of management of subsidiaries Company, and/or associated Companies, and/or invested companies, or companies planning to invest as if it were a department or unit within the Company. Also, able to monitor the operation of invested companies to preserve the benefit, such corporate governance measures will add value and confidence to the Company's stakeholders that the invested companies can operate with sustainability.

The following supervision measures apply to subsidiaries and associated companies:

1. In the event that this policy requires any transaction or action that significantly impacts the financial position and operating results of subsidiaries and associated companies. It must be approved by the Board of Directors or at the shareholders' meeting of the Company (Depending on the situation). Before making any transactions, The Company's directors are responsible for organizing the meeting of the Board of Directors and/or the shareholders to consider and approve such matters before the subsidiaries, and/or associated companies hold a meeting of their own. The Company discloses information and complies with the rules, conditions, procedures, and methods related to the matter requiring approval in accordance with public company law, civil and commercial code, securities law, and other relevant laws, as well as announcements of regulations and criteria of the Capital Market Supervisory Board, the Securities and Exchange Commission, and the Stock Exchange of Thailand, mutatis mutandis. (To the extent that it is not contrary or inconsistent) completely and accurately.
2. In the following cases, subsidiaries or associated companies must be approved by the Board of Directors meeting.
 - (a) Appointing or nominating a person to be a director or executive in subsidiaries and/or associated companies in proportion to the Company's shareholding in subsidiaries and/or associated companies. Directors and executives nominated or appointed by the Company have discretionary voting rights in the Board of Directors' Meeting in matters relating to general management and normal business operations of subsidiaries and/or associated companies as the board of directors of subsidiaries and/or associated companies deems appropriate for the best interest of subsidiaries and/or associated companies, except for the matters that require approval from the Board of Directors or the shareholders' meeting of the Company. In addition, the nominated directors or executives must possess qualifications, roles, responsibilities, and an absence of untrustworthy traits, as specified by the Securities and Exchange Commission and Stock Exchange of Thailand regarding the determination of untrustworthy traits among the Company's directors and executives.
 - (b) Consideration and authorization of annual dividend payments and interim dividends (if applicable) of subsidiaries

- (c) Amendment to the articles of association of subsidiaries, except for the amendment of the matter regulations under section (3) (f).
- (d) Annual budget approval for subsidiaries.
- (e) Appointment of auditors of subsidiaries if such auditors are not associated with any audit firm in the same network as the Company's auditors, which is not in accordance with the Company's auditor appointment guidelines regarding the subsidiary's auditor must belong to the audit firm in the same network as the Company's auditor.

Items from section (f) to (n) are considered essential entering into the transaction will have a significant impact on the financial position and operating results of subsidiaries and must be approved by the Company's Board of Directors. Before entering into transactions, the transaction size of subsidiaries must be calculated and compared to the Company's size (Applying the criteria for calculating transactions as specified in the notification of the Capital Market Supervisory Board and the Board of Governors of the Stock Exchange of Thailand regarding the acquisition or disposition of assets and/or related transactions and/or amended notice in effect at the time (Depending on the situation)) and in the criteria that must be approved by the Board of Directors. The following items are:

- (f) In the event that a subsidiary agrees to enter into a transaction with a related party or items related to the acquisition or sale of subsidiaries' assets.
 - (g) Transfer or renounce of benefits, including the renouncement of claims against those who cause damage to the subsidiary.
 - (h) Sale or transfer of all or significant portions of a subsidiary's business to a third party.
 - (i) Purchasing or accepting a transfer of the business of other companies to be the subsidiary.
 - (j) Entering, altering, or terminating lease contracts for all subsidiaries or a significant portion, appointing other individuals to manage the subsidiary's business, or merging the subsidiary with others.
 - (k) Renting or leasing business or assets of all subsidiaries or a significant portion.
 - (l) Borrowing money, lending money, giving credit, guaranteeing, committing legal acts that bind the subsidiary to a more significant financial burden, or providing financial assistance in any other manner to other persons and not the regular business of the subsidiary.
 - (m) Dissolution of subsidiaries.
 - (n) Any other transaction that is not typical of business and transaction that will significantly impact the subsidiary.
3. The subsidiary must obtain approval from the Company's shareholders meeting in the following instances:
- (a) In the event that the subsidiary agrees to enter into a transaction with a related person of the subsidiary or items related to the acquisition or disposal of assets of subsidiaries. However, it must be the case that calculating the transaction size of subsidiaries and comparing it to the Company's size and in the criteria that required approvement from the Company's shareholders meeting. (Applying the criteria for calculating transactions as specified in the notification of the Capital Market Supervisory Board and the Board of Governors of the Stock Exchange of Thailand.)

- (b) Increasing capital by issuing new shares of subsidiaries and share allocation, including the reduction of registered capital, which is not in accordance with the shareholding proportion of the shareholders or any other action. As a result, the ratio of the Company's direct and/or indirect voting rights at the shareholders' meeting of the subsidiary falls below the proportion required by the laws applicable to the Company, and the Company no longer has control over the subsidiary. However, it must be the case that calculating the transaction size of subsidiaries and comparing it to the Company's size and in the criteria that required approval from the Company's shareholders meeting. (Applying the criteria for calculating transactions as specified in the notification of the Capital Market Supervisory Board and the Board of Governors of the Stock Exchange of Thailand.)
 - (c) Any other actions that result in a reduction of more than ten percent (10%) of the total number of votes directly and/or indirectly in the shareholders' meeting of the subsidiary or a reduction of more than fifty percent (50%) of the proportion of voting rights of the Company directly and/or indirectly at the shareholders' meeting of the subsidiary in entering into any other transactions that are not the regular business of the subsidiary.
 - (d) Dissolution of a subsidiary must be the case when calculating the size of the subsidiary's business compared to the Company's size in the criteria that required approval from the Company's shareholders meeting. (Applying the criteria for calculating transactions as specified in the notification of the Capital Market Supervisory Board and the Board of Governors of the Stock Exchange of Thailand regarding the acquisition or disposition of assets and/or related transactions and/or amended notice in effect at the time.)
 - (e) Other transactions that are not typical of the subsidiary's business and transactions that will have a substantial impact on the subsidiary. However, it must be the case that calculating the transaction size of subsidiaries and comparing it to the Company's size and in the criteria that required approval from the Company's shareholders meeting. (Applying the criteria for calculating transactions as specified in the notification of the Capital Market Supervisory Board and the Board of Governors of the Stock Exchange of Thailand regarding the acquisition or disposition of assets and/or related transactions and/or amended notice in effect at the time.)
 - (f) Amendment to the subsidiary's Articles of Association in matters that may significantly affect the financial position and Operating results of subsidiaries, including but not limited to Amendments to the subsidiary's Articles of Association that affect the Company's voting rights. At the meeting of the Board of Directors of the Subsidiary and/or the shareholders' meeting of the subsidiary, the payment of dividends by the subsidiary, etc.
4. The Company will monitor the appointed directors and executives to serve in subsidiaries and associated companies to comply with duties and responsibilities according to laws, regulations, and company policies.
 5. The Board of Directors must ensure that subsidiaries and associated companies have internal control systems, risk management systems, and fraud prevention systems, including setting up measures that are appropriate and efficient to monitor the performance of various operations of subsidiaries and associated companies following plans, policies, and regulations of the Company, including laws and announcements on good corporate governance of listed companies, other rules and regulations related to the Capital Market Supervisory Board Securities, the Exchange Commission, and the Stock Exchange of Thailand. Follow up with subsidiaries and/or associated companies to disclose information regarding

related transactions, acquisition, or disposition of significant assets and/or other significant transactions to the Company and execute numerous actions in accordance with the Company's policies and regulations governing the supervision and management of subsidiaries and associated companies completely and accurately. This includes providing a channel for the directors and executives of the Company to obtain information on subsidiaries to monitor operating results, financial status, related transactions regarding the acquisition or disposition of significant assets, and any other essential transactions of subsidiaries efficiently.

6. The Company will appoint the director to serve in subsidiaries and/or associated companies to oversee compliance with the laws, Good Corporate Governance Policy, including all other company policies.
7. The responsibilities of directors and executives of subsidiaries nominated or appointed by the Company are as follows:
 - (a) Disclose information regarding the financial position, results of operations, related transactions, and the acquisition or disposition of significant assets of subsidiaries to the Company's Board of Directors and executives to acknowledge completely, accurately, and within a reasonable time as specified by the Company.
 - (b) Disclosure and submission of personal interest information associated individuals, to the Company's Board of Directors for acknowledgment. Also, disclose any related transaction between subsidiaries and the Company in a way that could lead to a conflict of interest. The subsidiary's Board of Directors must notify the Company's Board of Directors within the period established by the Company the information will be used for decision-making or approval purposes. The consideration will focus primarily on the Company's and its subsidiaries overall benefits.
 - (c) Directors and executives of subsidiaries must not participate in the approval of matters in which they have direct/or indirect interests or conflicts of interest.
 - (d) The following actions result in directors or executives of subsidiaries or a related person receiving financial benefits other than what would normally be received or causing damage to the Company or its subsidiaries. It is assumed that the action interferes considerably with the subsidiary's interests.
 - Transactions between the Company and/or its subsidiaries, directors or executives of subsidiaries, or their relatives that are not in accordance with the rules for making connected transactions.
 - Usage of the Company or its subsidiaries' information unless the information is publicly available.
 - Use of assets or business opportunities of the Company and/or its subsidiaries in a manner that violates the rules or general practices as specified by the Capital Market Supervisory Board.
 - (e) Report the company-approved business plan, corporate expansion, and large investment projects. Also, report corporate downsizing, termination of business, suspension of departmental operations, and collaborative ventures with other entrepreneurs through monthly performance reports and clarify and/or submit supporting documents for consideration of the aforementioned cases upon the Company's request.
 - (f) Clarify and/or provide the Company with relevant information or documentation upon request, as necessary.
 - (g) Clarify and/or provide relevant information or documents to the Company in the event that significant issues are detected.

8. Directors, executives, or related persons of the Company and/or its subsidiaries can carry out transactions with the Company and/or its subsidiaries only when the said transaction has been approved by the Board of Directors of the Company and/or the Board of Directors of subsidiaries and/or the Company's shareholders' meeting and/or the shareholders' meeting of subsidiaries. (Depending on the situation) according to the calculated size. (Applying the criteria for calculating transactions as specified in the notification of the Capital Market Supervisory Board and the Board of Governors of the Stock Exchange of Thailand regarding the acquisition or disposition of assets and/or related transactions and/or amended notice in effect at the time.) Unless the transaction is in the manner that a reasonable person would do with a typical counterparty in the same circumstance. Having trading negotiating power independent of individuals standing as a director, executive, or related person, as applicable, and is a trade agreement approved by the Company's Board of Directors or in accordance with the principle already adopted by the Company's Board of Directors.
9. The following policy is used to manage the financial aspects of the Company and its subsidiaries:
 - (a) Subsidiaries and associated companies must submit monthly operating results and financial statements reviewed by the auditor every quarter (if any), as well as information supporting the preparation of such financial statements of subsidiaries and associated companies to the Company. Agree to allow the Company to use such information to support the preparation of consolidated financial statements or to report on the Company's performance quarterly or annually, depending on the situation.
 - (b) Subsidiaries and associated companies are responsible for preparing the results and budget, summarizing, and comparing to the actual operating plans quarterly, including monitoring the results of operations to be in accordance with the plan to report to the Company.
10. Subsidiaries are responsible for reporting and providing information on any significant issues related to the financial and operational of the Company when found or as requested by the Company.
11. Directors and executives of the Company and/or subsidiaries, employees, staffs, or assignees of the Company and/or subsidiaries, including spouses and minor children of such persons, are prohibited from using inside information of the Company and/or subsidiaries either obtained from performing the duties or in any other way, that may have a significant effect on the Company and/or subsidiaries for their own benefit or others either directly or indirectly and regardless of whether it will be the reward.
12. The Company will closely monitor the performance and operations of its subsidiaries and associated companies, present the analysis results, and provide opinions or recommendations to the Board of Directors and subsidiaries or associated companies to be used for establishing policies or improving and promoting the continuous development and growth of the businesses of subsidiaries and associated companies.

At least once within two years, the Company must review and revise this policy as necessary and appropriate. Currently, the Company has no subsidiaries and/or associated companies.



8.1.4 Corporate Governance Compliance

The Company has adopted the corporate governance policy and guidelines from 2020 to the present to be consistent with the current social and economic conditions. At least once within two years, the Board of Directors must review and revise this policy as necessary and appropriate. The Company's current policy on good corporate governance is consistent with the Securities and Exchange Commission's practices and guidelines for listed companies in 2017. The Nomination Committee's remuneration and corporate governance charter have been improved to cover a wider range of responsibilities, communication determination, and understanding of related policies and guidelines for directors, executives, and employees to create knowledge and understanding. Everyone in the Company is accountable for cooperating and assisting one another in monitoring and enforcing compliance with the policies, as mentioned earlier. The Company has also established a channel for reporting information or complaints if an unsafe action, violation, or lack of compliance is discovered. Suppose the operator encounters difficulties in making decisions or carrying out tasks associated with corporate governance, business ethics, additional policies, or other regulations. In that case, they can seek advice from supervisors or related agencies to implement it correctly according to the established policies and practices.

8.1.4.1 Compliance with Policies and Guidelines to Prevent Conflicts of Interest

The Company has established a policy requiring all personnel, including directors and executives, to perform their duties with integrity. Prevent the pursuit of personal affairs that are in opposition to the Company's interests in accordance with the Securities and Exchange Law. In the past, all personnel have strictly complied with corporate governance and prevention of conflicts of interest policies without complaints and actions that cause conflicts of interest in any way.

8.1.4.2 Compliance with Policies and Guidelines Regarding the Use of Inside Information for Personal Benefit.

The Company places great importance on preventing the use of inside information of the Company. The Company has established a policy prohibiting its employees from directly or indirectly disclosing inside information to benefit themselves or others, regardless of whether it will be the reward, including not trading the Company's securities by using inside information. The Company has regularly monitored and audited compliance with the policy regarding using inside information. As of December 31, 2022, it did not appear that any of the Company's employees had violated policies concerning using inside information for personal benefit or insider trading, including no complaints or wrongdoings or violation of non-compliance with the policy regarding the use of inside information in any way.

8.2 Performance Report of the Audit Committee in the past year

8.2.1 Audit Committee Meeting Participation

Details of the Audit Committee meeting participation for the year 2021 (from January 1, 2021, to December 31, 2021) and for the year 2022 (from January 1, 2022, to December 31, 2022) are as follows:

Name	Attendance / Total Meeting Year 2022
1. Mr. Chakkrit Parapuntakul	6/6
2. Mr. Thanawat Lertwattanak	6/6
3. Mr. Nutthirutt Wanwimonphong	6/6
4. Mr. Vichate Tantiwanich	3/4

Annotation : Mr. Vichate Tantiwanich was appointed by the Board of Directors Meeting No. 3/2022 on May 3, 2022, therefore did not attend the meeting of the Audit Committee in 2021. However, due to a personal obligation, he was unable to participate in the Audit Committee Meeting No. 3/2022.

8.2.2 Performance of the Audit Committee

From January 1, 2022, to December 31, 2022, there were five meetings between management, the internal auditor, and the Audit Committee. Regarding the operation of the Audit Committee and providing opinions on a variety of issues at the Board of Directors Meeting as follows:

1. The Audit Committee has reviewed the financial statements for the year 2021 and the nine months ending September 30, 2022, with auditors and executives tasked with preparing quarterly and annual financial reports, ensuring that the Company's financial statements have been prepared in accordance with generally accepted accounting principles and that the information disclosed is sufficient, complete, and reliable.
2. The Audit Committee has reviewed and commented on the Company's related transactions with persons who may potentially have conflicts of interest for the year ended December 31, 2021, and the nine months ended September 30, 2022, in accordance with applicable laws and regulations.
3. Supervise the internal auditing process to ensure its independence by appointing ISBAR Corporation Co., Ltd., an external provider of internal audit services, as the Company's internal auditor. The Audit Committee will review the annual internal audit plan and report. Follow up on the internal audit results with management regularly and advise internal auditors to ensure that the internal audit plan is carried out efficiently and effectively. The results show no indications of fraud or significant internal control deficiencies.
4. Evaluate the internal control system in accordance with the Securities and Exchange Commission's guidelines, which cover the organization's internal control, risk management, operational control, information systems and data communications, and tracking system. The Audit Committee concurs that the Company's internal controls are adequate and effective.
5. Review the Charter of the Audit Committee, the Internal Audit, and Related Policies to ensure that guidelines for performing duties are appropriate and consistent with the current situation and the changes.
6. To consider and approve the Company's internal audit plan for 2022.

7. The Audit Committee has considered the auditors' independence, knowledge, business understanding, work quality, and qualifications, as well as the adequacy of the audit fee. The appointment of EY Office Company Limited as the Company's auditor for 2022 was approved, namely, Ms. Manee Rattanabannakij, CPA No. 5313, Ms. Kosum Cha-Em, CPA No. 6011, and/or Ms. Sineenart Jirachai Khuean Khan, CPA No. 6287, from EY Office Limited, as the auditor for the year 2022 and as the one who signs the audit report of the Company's financial statements, which have qualifications according to the requirements and consent by the Securities and Exchange Commission to present for approval at the shareholders' meeting.

8.3 Summarize of Performance of other subcommittees

8.3.1 Other subcommittee Meeting Participation

8.3.1.1 Executive Committee

Details of the Executive Committee meeting participation for the year 2022 (from January 1, 2022, to December 31, 2022) are as follows:

Name	Attendance / Total Meeting Year 2022
1. Dr. Raweewat Maschamadol	8/12
2. Ms. Lapasrada Lertpanurot	12/12
3. Mr. Phisut Numsa	12/12
4. Mr. Nutchapol Yainagnan	12/12
5. Mr. PuvanartJangamyarn	11/12

8.3.1.2 Nomination and Remuneration Committee

Details of the Nomination and Remuneration Committee meeting participation for the year 2022 (from January 1, 2022, to December 31, 2022) are as follows:

Name	Attendance / Total Meeting Year 2022
1. Dr. Jedsada Chokdamrongsuk	1/1
2. Mr. Vichate Tantiwanich	1/1
3. Mr. Chakkrit Parapuntakul	2/2
4. Ms. Lapasrada Lertpanurot	2/2

Annotation : Dr. Jedsada Chokdamrongsuk, M.D., Mr. Chakkrit Parapuntakul, and Ms. Lapasrada Lertpanurot were appointed Nomination and Remuneration Committee members by the Board of Directors Meeting No. 4/2021 on November 11, 2021, and the first meeting of the Nomination and Remuneration Committee was on February 25, 2022. The Board of Directors Meeting No. 3/2022 on May 3, 2022, appointed Mr. Vichate Tantiwanich as Nomination and Remuneration Committee member to replace Dr. Jedsada Chokdamrongsuk, M.D., who has resigned from the position.

8.3.1.3 Risk Management Committee

Details of the Risk Management Committee meeting participation for the year 2022 (from January 1, 2022, to December 31, 2022) are as follows:

Name	Attendance / Total Meeting Year 2022
1. Mr. Thanawat Lertwattanak	2/2
2. Dr. Raweewat Maschamadol	2/2
3. Ms. Lapasrada Lertpanurot	2/2

Annotation : Mr. Thanawat Lertwattanak, Dr. Raweewat Maschamadol, and Ms. Lapasrada Lertpanurot were appointed as a member of the Risk Management Committee by the Board of Directors Meeting No. 4/2021 on

November 11, 2021, and the first meeting of the Risk Management Committee was on May 13, 2022, and all directors attended the meeting.

8.3.2 Performance of other subcommittees

8.3.2.1 Executive Committee

The Executive Committee's performance in 2022 can be summarized as follows:

1. Collaborate with management to develop the Company's policies, business strategy, goals, action plans, financial objectives, and budget. Considering industry and economic conditions, including social and technological changes that could impact the Company's business, for presentation and approval by the Board of Directors.
2. Supervise and advise on the Company's business operations in accordance with the policies, objectives, and action plans, as well as monitor the investment project budget approved by the Board of Directors to ensure efficiency and effectiveness. Follow up on the Company's overall operation monthly to further the business per the established objectives.
3. Collaborate with the management in considering, supervising, and following up on the progress of listing the Company on the Stock Exchange of Thailand.
4. To consider and approve regular business transactions of the Company according to the investment budget or budget approved by the Board of Directors. The amount of money for each transaction is in accordance with the approval authority and budget approved by the Board of Directors, including entering into various contracts related to such matters.
5. Review the Executive Committee Charter to ensure that guidelines for performing duties are appropriate and consistent with the current situation and the changes.
6. The Executive Committee is confident that the Company's operations will achieve its goals and succeed according to the established plans and objectives.

8.3.2.2 Nomination and Remuneration Committee

The Nomination and Remuneration Committee's performance in 2022 can be summarized as follows:

1. Comment on the determination of the Company's organizational structure and the proposal for appointing the Chairman of the Board of Directors, Vice Chairman, and Group Chief Executive Officer in accordance with the Company's situation and management.

2. Comment on the determination of the Group Chief Executive Officer's authority and responsibilities to be consistent with the Company's organizational structure.
3. Nomination, determination of remuneration, and corporate governance through the addition of roles and responsibilities for good corporate governance and corporate sustainability.
4. Provide opinions regarding the nomination of directors to replace those retiring by rotation before presenting a proposal to the Board of Directors and the shareholders' meeting for approval.
5. Provide opinions regarding the determination of remuneration for company directors and subcommittees considering the suitability of the business organization, the environment, and the duties and responsibilities assigned before proposing to the Board of Directors and the shareholders' meeting for approval.
6. Consider using self-assessment forms for the Board of Directors and subcommittees proposing to the Board of Directors, including following up with the Board of Directors and summarizing the evaluation results to improve work efficiency, increase knowledge, and the Board of Directors' capability.
7. Provide opinions and recommendations on succession planning for senior executives and critical company roles.

8.3.2.3 Risk Management Committee

The Risk Management Committee's performance in 2022 can be summarized as follows:

1. Review the risk management policy and assessment criteria to ensure they are appropriate and consistent with the company's direction, strategies, objectives, and business plans.
2. Determine and review the Risk Management Committee and Risk Management working group charter regarding their roles and responsibilities, as well as any other relevant matters concerning the performance of its duties.
3. Appoint a risk management working group to analyze and conduct risk assessments as well as adequate and suitable plans for the corporate, the business unit, and the functional risks, including regular monitoring and evaluating risk management performance.
4. Supervising the company's departments in their analysis of potential risk factors covering business, financial, operational, legal compliance, and emerging risks to be within an acceptable level. In addition, risk management covering fraud and corruption has been established.
5. Monitor and review the implementation of the risk management plan in accordance with the specified risk management policy and framework. Assign the Risk Management Department and the Internal Audit Department to monitor and review risk management to achieve the established goals to ensure that the Company has systematic and efficient risk management.

9. Internal Control and Related Transactions

9.1 Internal Control

9.1.1 Directors' opinions on the company's internal control system

The Company understands the importance of an effective internal control system, as it contributes to the operation, transparency, verifiability, and a balanced power mechanism. The Company has an audit committee to conduct reviews on its behalf. There is a suitable and effective internal control and internal audit system, as well as a review of the Company's operations to ensure compliance with the law on securities and stock exchange regulations of the Stock Exchange of Thailand and applicable laws of the Company's business.

On June 14, 2022, four members of the Audit Committee were present at Board of Directors Meeting No. 5/2022. The Board of Directors has contemplated evaluating the adequacy of the Company's internal control system using the Internal Control System Sufficient Assessment Form of the Securities and Exchange Commission.

Information from management comprises five sections as follows :

- 1) Control Environment
- 2) Risk Assessment
- 3) Control Activities
- 4) Information and Communication
- 5) Monitoring Activities

The Board of Directors considers the Company's internal control system adequate and suitable. The Company has provided sufficient personnel to implement the specified system efficiently and operate in accordance with good corporate governance and transparency. In addition, the Company has a monitoring system to prevent improper or unauthorized use of the Company's assets by its directors or executives, including having an adequate supervisory system regarding transactions with individuals who may have potential conflicts of interest or related individuals.

9.1.2 Internal control system operations

The Company has established an audit committee to conduct company reviews with a proper and effective internal control and auditing system, including performance evaluation in accordance with the law on securities and stock exchange, the requirement of the Stock Exchange of Thailand, and regulations related to the Company's business operations. At least once per quarter, the Audit Committee holds a meeting to review and notify accurate financial reports with adequate information disclosure, including consideration of related transactions or transactions that may involve conflicts of interest to ensure compliance with the laws and regulations of the Capital Market Supervisory Board and the Stock Exchange of Thailand. Auditors will attend the meeting to observe the audit of the Company's accounts.



In 2021, the Company established its internal audit department to audit and monitor the Company's internal control system. In 2022, it hired ISBAR Corporation Co., Ltd. ("ISBAR" or "Internal Auditor"), an independent unit (Outsource), as an internal auditor. To conduct an internal audit, evaluate the adequacy of the overall internal control system (Overview Audit), and continuously monitor the performance based on the Company's internal control system. Ensure the Company's internal control system is efficient and effective for management benefit, including reliable financial reports. The internal auditor has conducted information on the assessment results, audited the internal control system of the Company, and quarterly reports directly to the Audit Committee regularly. Following the recommendations of the internal audit department and the Company's internal auditors, the Company has continuously enhanced the operational systems in various departments.

In addition, the Company has improved and developed significant internal control systems as follows:

1. Control of Disbursement of Medicines and Medical Supplies

The Company controls the disbursement of medicines and medical supplies and verifies their appropriateness by employing a Percase, which is a document that specifies the number of drugs and medical supplies required for each procedure. The practitioners will prepare Percase along with the Company, approved by Vice Chief Executive Officer. Eligibility is assessed annually in November and the event of a new medical entrant.

Dispensing medicines and medical supplies using Percase can be summarized as follows:

- (1) On the day of the procedure, the surgical operating room officer (OR) collects the goods from the warehouse where the procedures' medicines and medical supplies are stored. It is verified that the quantity of medicines and medical supplies that will be received from the warehouse is accurate and consistent with the Percase, which, if correct, will be signed by both the sender (treasury officer) and the recipient (OR officer) to certify the completeness and accuracy of drugs and medical supplies.
- (2) The OR officer will record the number of medicines and medical supplies used during the procedure on the Percase.
- (3) Following the completion of the procedure, the OR officer will return the Percase and remaining medicines and medical supplies (if any) to the warehouse. The treasury officer will inspect used and remaining medicines and medical supplies with the signature of both the recipient and the sender before recording the product usage in the accounting system.
- (4) Before using the Percase to enter the data into the accounting system, the warehouse manager will review the correct data, including the amount of withdrawal and return, to determine whether there is an anomaly.

From the controlling procedure, the Company is able to manage the appropriate and verifiable disbursement of medicines and medical supplies, including a better internal control system.

2. Planning and rotation of personnel in the operation room

The schedule for the procedure will be posted in the operating room by 9:00 p.m. the night before the procedure. There will be daily personnel changes in the operating room, which differ from the past, with fixed doctors and nursing teams due to personnel limitations. The rotations of medical personnel aid in supervising and controlling the correct use of medicines and medical supplies.

9.1.3 Internal auditors' observations on the company's internal control system

ISBAR is responsible for auditing internal control systems in the Company's critical processes. To provide suggestions for improving work and operational processes and encourage the Company to implement an adequate internal control system. This results in the Company's good corporate governance system.

Inspecting the internal control system are as follows:

- 1) Purchasing department work system
- 2) Marketing department work system
- 3) Sales department work system
- 4) Customer relations department work system
- 5) Medical support department work system
- 6) Operation department work system
- 7) Medical office work system
- 8) Accounting department work system
- 9) Financial department work system
- 10) Information and technology department work system
- 11) Human resources department work system
- 12) Building and facility management department work system
- 13) Administrative office work system
- 14) Law office work system
- 15) Business development and investor relations department work system

Since the beginning of 2022, ISBAR has reviewed the Company's internal control system by inspecting all internal control systems. The first inspection was between January 31 and February 25, 2022, and monitored the results of solving various issues between May 26 and June 1, 2022. The audit results of the internal control system were presented to the Audit Committee Meeting No. 2/2022 on February 25, 2022, and the Audit Committee Meeting No. 5/2022 on June 14, 2022, respectively. According to the follow-up report, the Company had resolved all issues, and there were no internal control risk concerns in the operations of the Company. In addition, ISBAR audited and reviewed the operational process for the third quarter of 2022 as a follow-up to the audit results based on previous recommendations and reviewed the marketing department's internal control system and presented the results to the Audit Committee Meeting No. 2/2022 (Public Company) on November 8, 2022, without identifying any significant risk regarding the internal control system.



Summary of resolved significant internal audit results in the past.

Observation point	Suggestions	Solutions	Results
<p><u>Approval of the Company's business plan</u></p> <p>The preparation of the business plan is still a draft document that the Company has not approved due to reviewing process in accordance with the current situation, which could result in the lack of effective and systematic business planning guidelines.</p> <p><u>Risk Level: Medium</u></p>	<p>Both short- and long-term business plans should be developed for the Company and proposed for approval by the authorized individual.</p>	<p>The Company has reviewed the business plan to ensure that it is consistent with the current one and prepared a business plan to serve as a guide for the Company's business operations, which will be presented for approval at the Board of Directors Meeting No. 4/2022 on May 13, 2022.</p>	<p>According to audit No. 2/2022 conducted by ISBAR's internal auditors between May 26 and June 1, 2022, it was determined that the Company had successfully resolved the issue by preparing a business plan and receiving approval from the Board of Directors Meeting No. 4/2022 effective as of May 13, 2022.</p>
<p><u>Organizational structure</u></p> <p>The Company has created an organizational structure that represents departments, but in detail, it does not show an organizational structure that represents job positions. Instead, it shows the organizational structure by indicating the employee's name, as the agency is unaware that the job position must be specified in the organizational structure. Consequently, it is impossible to determine the career path in the chain of command, and such information may not be current.</p> <p><u>Risk Level: Medium</u></p>	<p>The organizational structure should be improved by clearly specifying each department's job position per the chain of command.</p>	<p>The Human resources department has improved the organizational structure by clearly specifying job positions in each department and proposed to the Board of Directors Meeting No. 4/2022 on May 13, 2022, for approval.</p>	<p>According to audit No. 2/2022 conducted by ISBAR's internal auditors between May 26 and June 1, 2022, it was determined that the Company had successfully resolved the issue by specifying job positions and chain of command clearly, and the mentioned organizational structure came into effect on May 13, 2022.</p>

Observation point	Suggestions	Solutions	Results
<p>The development of a risk management plan the development of a risk management plan</p> <p>The examination of documents related to the organization's risk management process, a total of 5 items representing 100 percent of the documents, revealed that the Company was in the process of preparing a long-term and annual risk management plan, as well as a quarterly report on the implementation of the risk management plan which may result in the operation being unclear. Moreover, an error may not be addressed appropriately if an error occurs during the procedure.</p> <p>Risk Level: Medium</p>	<p>The manual should be revised urgently.</p>	<p>The Company has developed an annual long-term risk management plan. A clearly-written risk monitoring report was presented for approval at Risk Management Committee Meeting No. 1/2022 on May 13, 2022.</p>	<p>According to audit No. 2/2022 conducted by ISBAR's internal auditors between May 26 and June 1, 2022, it was determined that the Company had successfully resolved the issue by establishing a risk management plan and reporting the results of a business risk assessment and describing the risks in detail, management, and control, including the specific time of completion of the risk management. The issue has been considered and approved by the Board of Directors meeting No. 4/2022, effective as of May 13, 2022.</p>
<p>Recording details of promotion programs to the control register</p> <p>Randomly checking the promotion program from the promotion control register compared to the promotion documents for approval in 2021. By random sampling of 10 out of 25 items, representing 40.00%, results show incomplete details in the control register and cancellation of promotion without updating the control register due to the absence of verification of the information completeness in the control register by the operator. This may result in a lack of completeness and difficulty verifying the information in the control register.</p> <p>Risk Level: Low</p>	<p>Instruct the responsible party to identify/update the information and review the control register's completeness to verify the information.</p>	<p>The Company requires responsible employees to identify and update complete and accurate information, such as normal price, promotional price, starting date, and ending date, etc. The manager reviews the accuracy and completeness at the end of every month beginning in March 2022</p>	<p>According to audit No. 2/2022 conducted by ISBAR's internal auditors between May 26 and June 1, 2022, it was determined that the Company had successfully resolved the issue by specifying the details of the promotion programs to the control register accurately and completely.</p>

Observation point	Suggestions	Solutions	Results
<p><u>Counting medicines and medical supplies</u></p> <p>According to the inventory report as of February 9, 2022, the random count from eight warehouses found the variances caused by the difference in recording amount and the actual amount of medicines and medical supplies that staff withdrew, which may result in the system's inventory not matching the actual list. Consequently, medicines and medical supplies cannot be controlled effectively.</p> <p><u>Risk Level: Medium</u></p>	<p>Encouraged employees to carefully record medicines and medical supplies withdrawals in the system so that the remaining inventory information reflects the correct balance.</p>	<p>The Company arranges for the disbursement of medicines and medical supplies for each procedure to effectively control the disbursement and usage. By recording the use of medicines and medical supplies from the difference in the reimbursement and return of each procedure. In addition, the Company recruited more staff to record data more efficiently and the practice of checking the number of products every month to verify the correct number of medicines and medical supplies, including the ability to identify the cause of variance promptly.</p> <ol style="list-style-type: none"> 1. The Company arranges for the disbursement of medicines and medical supplies for each procedure to control their disbursement and use efficiently. 2. Record the use of medicines and medical supplies from the difference in reimbursement and return of each procedure. 3. Recruit additional personnel to improve recording efficiency. 4. Arrange for a monthly inspection of 100% of the goods to confirm the correct amount of medicines and medical supplies. <p>Random counting of medicines and medical supplies as of May 27, 2022, found no difference from random counting.</p>	

Observation point	Suggestions	Solutions	Results
<p><u>Disbursement of patient history file</u></p> <p>Incomplete information on disbursement and reimbursement is caused by the medical record staff only recording the borrowing in the OPD requisition / OPD return. When medical records staff receive the patient's history file from the salesperson, they will record the return in the control register (Excel), which may cause a loss of patient history files.</p> <p><u>Risk Level: Medium</u></p>	<p>Completely specify the request to disburse the patient's file history in the control register (Excel) to be used as verification information when the patient's file history is returned.</p>	<p>The Company requires the medical record staff to specify the details of the request to disburse the patient's history file in the control register (Excel) every time the disbursement or return is complete such as the date, time of withdrawal, including the name of the person withdraw and HN number, etc., which is recorded in the control register (Hard Copy) and the system (Excel) beginning in March 2022. In addition, the Company assigns high-ranking officers to verify the control register weekly to ensure that it contains accurate information and to prevent the loss of patient history files beginning in June 2022.</p>	<p>According to audit No. 2/2022 conducted by ISBAR's internal auditors between May 26 and June 1, 2022, it was determined that the Company had successfully resolved the issue by arranging for the registration disbursement and reimbursement of the patient's history file for the year 2022, with essential information recorded such as date, time, name and the reimbursing-return agency, etc., accurately and completely.</p>

Observation point	Suggestions	Solutions	Results
<p><u>Scheduling of electronic meetings</u></p> <p>The Company did not comply with the Royal Decree on Electronic Conferencing 2020 and the Ministry of Digital Economy and Society announcement regarding Security Standards for Meetings via Electronic Media 2020, according to an examination of the documents from the Executive Committee Meeting in 2021.</p> <p><u>Risk Level: Medium</u></p>	<p>The chairman should start the meeting by stating, "This is an electronic meeting, the attendees are not in the same location, but they can discuss and express their opinions." the recorder will document the opening statement above.</p>	<p>The Company has addressed this issue when a meeting occurs via electronic media. The chairman will start the meeting by stating, "This is an electronic meeting, the attendees are not in the same location, but they can discuss and express their opinions." the recorder will document the opening statement above beginning in March 2022.</p>	<p>According to audit No. 2/2022 conducted by ISBAR's internal auditors between May 26 and June 1, 2022, it was determined that the Company had successfully resolved the issue by reviewing the minutes of the Board of Directors Meeting No. 4/2022 dated May 13, 2022, it was found that the meeting was conducted via electronic means (E-meeting) and complied with the Royal Decree on Electronic Conferencing 2020.</p>
<p><u>Preparation of a summary report on company fraud complaints</u></p> <p>There was no comprehensive report of corruption complaints in the Company in 2021, as there were none in the previous year, and the department is currently planning and conducting inspections. Consequently, the results of fraud complaints have not been summarized via the channels for receiving complaints. This could lead to the Company lacking data and being unable to measure the effectiveness of the Company's channels for receiving complaints.</p> <p><u>Risk Level: Medium</u></p>	<p>The internal audit division must provide the Audit Committee with an overview of fraud complaints to assess the effectiveness of handling corruption complaints.</p>	<p>The Company provides postal mail and electronic mail (E-mail) channels for the audit committee to receive complaints of corruption. In addition, the results of fraud complaints shall be summarized and presented to the Audit Committee every fourth quarter of the year. The Company summarized the results of receiving complaints about corruption for 2021 at the Audit Committee Meeting No. 3/2022 on May 5, 2022, where it was determined that no complaints about corruption were received in 2021.</p>	<p>According to audit No. 2/2022 conducted by ISBAR's internal auditors between May 26 and June 1, 2022, it was determined that the Company had successfully resolved the issue by reporting corruption complaints received from Master Style Co., Ltd.'s complaint channels between February and April 2022, which have been acknowledged and approved by Audit Committee Meeting No. 3/2022 on May 13, 2022.</p>

9.1.4 Chief Internal Audit

The Audit Committee Meeting No. 1/2022, on January 21, 2022, appointed ISBAR Corporation Company Limited (“ISBAR”), with Mr. Sirisak Manitkunakarn as Managing Director and accountable for the performance of the Company’s internal auditors. In this regard, the Audit Committee has reviewed the qualifications of ISBAR and Mr. Sirisak Manitkunakarn and determined that they are suitable due to their independence and internal auditing qualifications, educational background, work experience, and appropriate training in courses related to the practice of internal auditing. Mr. Sirisak Manitkunakarn graduated with a bachelor’s degree in accounting and a master’s degree in business administration from Payap University and has experience working in the organization’s internal audit since 1998, including having professional certificates CIA, CRMA, and CSA(OMEGA). In addition, Mr. Sirisak Manitkunakarn also attended the Director Accreditation Program (DAP) in 2021 and the CAC SME Certification Program in 2018, respectively.

In this regard, the Audit Committee will evaluate and select internal auditors based on their knowledge, competence, experience, and internal audit performance. Furthermore, the Audit Committee must also approve the migration and removal of the individual responsible for conducting internal audits. (Please see Attachment 2 for additional information on independent internal auditors.)

9.2 Related Transactions

9.2.1 List of individuals who may have a conflict of interest.

The Company has the following related transactions with potentially conflicting individuals in 2021 and 2022:

Individuals / legal entities with potential conflicts	Relationship	Type of Business
1. Dr. Raweewat Maschamadol	Directors and shareholders own 67.97% of the Company’s shares (after the initial public offering)	-
2. Ms. Lapasrada Lertpanurot	Director	-
3. Mr. Phisut Numsa	Director	-
4. General Hospital Products Public Co., Ltd (“GHP”)	Dr. Jedsada Chokdamrongsuk is a co-director of the company.	Manufacture and sell pharmaceutical supplies, sterile, saline, and dialysis solutions.

Annotation : (1) The shareholding proportion of Dr. Raweewat Maschamadol, M.D. comprises Dr. Raweewat Maschamadol, Ms. Pasita Leesakul, and In Glory Investment Limited, which operates as a holding company and in which Dr. Raweewat Maschamadol owns 100% of the shares.

9.2.2 Details of Related Transactions

Related transactions of the Company and individuals with potential conflicts of interest for the year ended December 31, 2021, and for the year ended December 31, 2022, which have been given opinions from the Audit Committee Meeting No. 2/2022 (Public Company) on November 8, 2022, with the following details:

9.2.1.1 Loan approval transaction for Dr. Raweewat to be used as advance payment to purchase/lease a 30-year of land and buildings.

Individuals with potential conflicts	Transactions details	Transactions value / Value at end period (Million Baht)		Necessity and reasonability of the transaction/ Audit Committees' opinion
		December 31, 2564	December 31, 2565	

Dr. Raweewat Maschamadol

The Company intends to purchase land and buildings or enter into a 30-year long-term lease (depending on the outcome of the negotiations). Numerous individuals desire to buy or lease the land mentioned above on a long-term basis. Dr. Raweewat Maschamadol then requested that the agent schedule a meeting with the landowner to sign a contract and make a deposit. Therefore, the Company deems it appropriate to immediately prepare capital to deposit for a purchase contract or lease agreement. The Company expects the purchase price or 30-year long-term rental value to be no more than 300 million baht, and the deposit or stripping is approximately 30% - 50% of the contract value, which is 90 - 150 million baht. Based on the assumptions above, the Company intends to provide the agent with an advance payment of no more than 150 million baht for use in negotiations. Due to the large amount and the high risk of it being an advance payment to Dr. Raweewat Maschamadol, the Company views it as a loan instead and expects to be able to negotiate within 1 to 2 months. Therefore, the loan period is not more than 60 days, and the interest rate is determined as follows:

Necessity and reasonability

The Company intends to prepare an advance payment of no more than 150 million baht. However, due to the large amount and the high risk of it being an advance payment to Dr. Raweewat Maschamadol, the Company views it as a loan instead for the agent to negotiate and place a deposit for the purchase/lease of land and buildings for a period of 30 years. This loan is intended to mitigate the risk of Dr. Raweewat Maschamadol receiving advance payments. It is not intended to benefit Dr. Raweewat Maschamadol but rather to the Company in its negotiations to acquire land and buildings that can be utilized for future business expansion.

Individuals with potential conflicts	Transactions details	Transactions value / Value at end period (Million Baht)		Necessity and reasonability of the transaction/ Audit Committees' opinion
		December 31, 2564	December 31, 2565	
Dr. Raweewat Maschamadol (Cont)	interest rate is determined as follows:			
	1. If a loan period does not exceed 60 days, it is considered a short-term loan for the benefit of the Company. Therefore, no interest is charged.			
	2. If a loan period exceeds 60 days, the borrower agrees to pay the Company interest at a rate of 6.28% annually, which is the rate for overdraft loans and the highest rate the Company receives from financial institutions.			
	The interest payment is scheduled monthly. However, on January 21, 2022, Dr. Raweewat Maschamadol withdrew the first installment of 90.9 million baht for the agent to negotiate with the landowner. Seventeen days later, on February 7, 2022, Dr. Raweewat Maschamadol returned the entire amount of money to the Company because the broker informed that the landowner had multiple co-owners and could not reach an agreement. It will likely take longer than anticipated.			
	Short-Term Loan Credit Limit			
	- Loan limit	-	150.0	
	- Balance of loans during the period	-	90.9	
	- Return of loans during the period	-	90.9	
	- Interest	-	-	
	Outstanding balance at the end period	-	-	
				<p>Audit Committees' opinion</p> <p>The Audit Committee Meeting No. 1/2022 on January 21, 2022, considered the transaction inappropriate, but the Company needed to assign an agent to negotiate urgently. In addition, the Audit Committee determined that the loan agreement is not intended to provide financial assistance or benefit to Dr. Raweewat Maschamadol but rather for the Company to have the opportunity to buy/lease land and buildings for the long term and utilize them for future business expansion. In this regard, the Audit Committee proposed to the Company that the status of contracts and deposits be closely monitored and presented at every meeting of the Board of Directors, given the importance of these transactions.</p>

9.2.1.2 Details of credit limit guarantee

Individuals with potential conflicts	Transactions details	Transactions value / Value at end period (Million Baht)		Necessity and reasonability of the transaction/ Audit Committees' opinion
		December 31, 2564	December 31, 2565	
Dr. Raweevat Maschamadol Ms. Lapasrada Lertpanurrot Mr. Phisut Numsa	<p>Full credit guarantee of TMB Thanachart Bank Public Company Limited with the following details:</p> <ol style="list-style-type: none"> Revolving credit <ul style="list-style-type: none"> Overdraft loan total of 10.0 million baht Credit guarantee (Utility) total of 1.0 million baht to guarantee the use of electricity and other utilities. The combined line of revolving credit consists of a bill loan and foreign transaction credit of up to no more than 15.0 million baht to be used for working capital and the purchase of medical equipment and tools. Credit limit for hedging of 1.0 million baht to prevent volatility. Fleet Card credit for working capital in the amount of 1.0 million baht 			<p><u>Necessity and reasonability of the transaction</u></p> <p>Such transactions are considered beneficial to the Company as it enhances the liquidity of the Company's operations. The Company is currently applying to financial institutions for release of personal guarantees after the Company has been listed on the stock exchange.</p> <p><u>Audit Committees' opinion</u></p> <p>The Audit Committee has considered and determined that such guarantees are appropriate and necessary for the Company's benefit in applying for a loan from a commercial bank for business purposes.</p>
Credit limit guarantee				
-	Total credit limit	28.0	-	
-	Outstanding balance at the end period	-	-	

9.2.1.3 Purchase of medical supplies with GHP

Individuals with potential conflicts	Transactions details	Transactions value / Value at end period (Million Baht)		Necessity and reasonability of the transaction/ Audit Committees' opinion
		December 31, 2564	December 31, 2565	
GHP	The Company purchases medical supplies from GHP.			<p><u>Necessity and reasonability of the transaction</u></p> <p>The Company purchased medical supplies from GHP for regular business purposes and at standard prices and trading terms.</p> <p><u>Audit Committees' opinion</u></p> <p>The Audit Committee determined that the transaction was necessary and reasonable and that the Company purchased medical supplies from GHP before Dr. Jedsada Chokdamrongsuk became the Company's director, with standard prices and trading terms as if the Company was trading with third parties.</p>
	- Cost of medical supplies	0.77	1.70	
	- Outstanding debt	0.10	0.19	

9.2.3 Measures or procedures for approval of related transactions

The Board of Directors Meeting No. 5/2022, on June 14, 2022, approved the policy and procedure for related transactions between the Company and individuals or legal entities that may have potential conflicts of interest in order to maintain transparency and safeguard the Company's interests, which can be summarized as follows:

Enter into a related transaction of the Company must be in accordance with the Rules of the Securities and Exchange Act and the announcement of the Capital Market Supervisory Board regarding criteria in making related transactions. Along with the statement of the Board of Governors of the Stock Exchange of Thailand regarding the disclosure of information and actions of listed companies in related transactions, including various relevant rules of the Securities and Exchange Commission of Thailand, as well as complying with the requirements regarding the disclosure of related transactions in the notes to the financial statements audited by the Company's auditor and annual registration statement (Form 56-1).

Suppose the law requires the Company to obtain approval from the Board of Directors or shareholders' meeting before entering into a related transaction. In that case, the Company will have the audit committee review and provide opinions on such transactions. Depending on the situation, the Audit Committee's opinions will be presented to the Board of Directors or shareholders' meeting to ensure the proposed transaction is in the Company's best interest. In the event that the Company engages in transactions with parties with potential conflicts of interest, stakeholders, or with parties who may have conflicts of interest in the future, the Audit Committee will provide opinions regarding the necessity of entering into the transaction and the adequacy of its price. Suppose the Audit Committee lacks expertise in evaluating related transactions. In that case, the Company will assign independent specialists or the Company's auditors to review related transactions and provide opinions on such transactions to be used for decision-making by the Board of Directors, Audit Committee, or shareholders. Directors with conflicts of interest will be unable to vote on these transactions. In addition, the Company's auditor will disclose related transactions in the notes to the audited or reviewed financial statements. In principle, management can approve such transactions if they have trade agreements and bargaining power in the manner that a reasonable person would do with a typical counterparty in the same circumstance. Having trading negotiating power independent of individual standing as a director, executive, or related person. The Company must prepare a summary report of these transactions for the upcoming meeting of the Board of Directors.

9.2.4 Policy or Trend of Future Related Transactions

In the future, if it becomes necessary to engage in a transaction with a related party with a potential conflict of interest. The Company will arrange for these transactions to be conducted in accordance with normal business practices and in accordance with prices and market conditions, which the same transactions can be compared with third parties. The Audit Committee will be responsible for providing opinions on such transactions, which will be presented to the Board of Directors or shareholders, as appropriate, to ensure that the proposed transaction is in the Company's best interests. Suppose the Audit Committee lacks expertise in evaluating related transactions. In that case, the Company will assign independent specialists to review related transactions and provide opinions on such transactions to be used for decision-making by the Board of Directors, Audit Committee, or shareholders. Directors with conflicts of interest will be unable to vote on these transactions. In addition, the Company's auditor will disclose related transactions in the notes to the audited or reviewed financial statements.

Part

3

Financial
Statements



Independent Auditor's Report

To the Shareholders of Master Style Public Company Limited
(Formerly known as "Master Style Company Limited")

Opinion

I have audited the accompanying financial statements of Master Style Public Company Limited (the Company), which comprise the statement of financial position as at 31 December 2022, and the related statements of comprehensive income, changes in shareholders' equity and cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In my opinion, the financial statements referred to above present fairly, in all material respects, the financial position of Master Style Public Company Limited as at 31 December 2022, its financial performance and cash flows for the year then ended in accordance with Thai Financial Reporting Standards.

Basis for Opinion

I conducted my audit in accordance with Thai Standards on Auditing. My responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of my report. I am independent of the Company in accordance with the *Code of Ethics for Professional Accountants including Independence Standards* issued by the Federation of Accounting Professions (Code of Ethics for Professional Accountants) that are relevant to my audit of the financial statements, and I have fulfilled my other ethical responsibilities in accordance with the Code of Ethics for Professional Accountants. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Key Audit Matter

Key audit matter is this matter that, in my professional judgement, was of most significance in my audit of the financial statements of the current period. This matter was addressed in the context of my audit of the financial statements as a whole, and in forming my opinion thereon, and I do not provide a separate opinion on this matter.

I have fulfilled the responsibilities described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of my report, including in relation to this matter. Accordingly, my audit included the performance of procedures designed to respond to my assessment of the risks of material misstatement of the financial statements. The results of my audit procedures, including the procedures performed to address the matter below, provide the basis for my audit opinion on the accompanying financial statements as a whole.

Key audit matter and how audit procedures respond to the matter are described below.

Revenue recognition

Revenues from hospital operations are considered significant in the financial statements as the amounts are material, representing 99% of the total revenues and they directly affect the operating result of the Company. In addition, it consists of many compositions, such as revenues from medical services, revenues from sales of medicines and medical supply unit, revenues from laboratory service etc. I therefore gave significant attention to the revenue recognition of the Company.

I have examined the revenue recognition of the Company by

- Assessing and testing the Company's IT system and its internal controls with respect to the revenue cycle by making enquiry of responsible executives, gaining an understanding of the controls and selecting representative samples to test the operation of the designed controls, and with special consideration given to expanding the scope of the testing of the internal controls which respond to the above risks.
- Performing analytical procedures on disaggregated data to detect possible irregularities in revenues transactions throughout the period, including accounting entries made through journal vouchers.
- On a sampling basis, examining supporting documents for revenue transactions occurring during the period.
- Reviewing credit notes that the Company issued after the period-end.

Other Information

Management is responsible for the other information. The other information comprise the information included in annual report of the Company, but does not include the financial statements and my auditor's report thereon. The annual report of the Company is expected to be made available to me after the date of this auditor's report.

My opinion on the financial statements does not cover the other information and I do not express any form of assurance conclusion thereon.

In connection with my audit of the financial statements, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or my knowledge obtained in the audit or otherwise appears to be materially misstated.

When I read the annual report of the Company, if I conclude that there is a material misstatement therein, I am required to communicate the matter to those charged with governance for correction of the misstatement.



Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with Thai Financial Reporting Standards, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Company or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Company's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Statements

My objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Thai Standards on Auditing will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with Thai Standards on Auditing, I exercise professional judgement and maintain professional skepticism throughout the audit. I also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion.
The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.

- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Company's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify my opinion. My conclusions are based on the audit evidence obtained up to the date of my auditor's report. However, future events or conditions may cause the Company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

I communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

I also provide those charged with governance with a statement that I have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on my independence, and where applicable, related safeguards.

From the matters communicated with those charged with governance, I determine those matters that were of most significance in the audit of the financial statements of the current period and are therefore the key audit matters. I describe these matters in my auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, I determine that a matter should not be communicated in my report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

I am responsible for the audit resulting in this independent auditor's report.

Manee Rattanabunnakit

Certified Public Accountant (Thailand) No. 5313

EY Office Limited

Bangkok: 27 February 2023



Statement of financial position

Master Style Public Company Limited

As at 31 December 2022

(Unit: Baht)

	Note	2022	2021
Assets			
Current assets			
Cash and cash equivalents	7	97,770,715	181,510,922
Trade and other receivables		4,906,557	2,788,758
Inventories	8	62,506,992	26,411,135
Other current financial assets	9	145,620,397	125,141,950
Other current assets		19,951,645	5,841,299
Total current assets		330,756,306	341,694,064
Non-current assets			
Restricted bank deposits	10	7,730,000	7,730,000
Buildings and equipment	11	116,125,329	95,678,157
Right-of-use assets	15	308,160,845	137,816,239
Intangible assets		6,743,319	8,024,489
Advance payment for construction		164,867,543	-
Deferred tax assets	19	9,078,667	4,520,454
Other non-current assets		3,134,172	4,475,000
Total non-current assets		615,839,875	258,244,339
Total assets		946,596,181	599,938,403

The accompanying notes are an integral part of the financial statements.

Statement of financial position (continued)

Master Style Public Company Limited

As at 31 December 2022

		(Unit: Baht)	
	Note	2022	2021
Liabilities and shareholders' equity			
Current liabilities			
Trade and other payables	12	74,953,442	40,175,784
Accrued dividend		-	151,500,000
Unearned revenue	13	72,581,622	58,284,329
Current portion of lease liabilities	15	15,410,983	6,969,439
Income tax payable		46,310,485	24,287,475
Other current provisions	14	17,926,164	6,172,546
Other current liabilities		21,412,192	484,325
Total current liabilities		248,594,888	287,873,898
Non-current liabilities			
Lease liabilities, net of current portion	15	291,178,670	140,907,938
Provision for long-term employee benefits		3,060,846	3,779,213
Other non-current liabilities		15,000	733,200
Total non-current liabilities		294,254,516	145,420,351
Total liabilities		542,849,404	433,294,249

The accompanying notes are an integral part of the financial statements.

Statement of financial position (continued)

Master Style Public Company Limited

As at 31 December 2022

(Unit: Baht)

	Note	2022	2021
Shareholders' equity			
Share capital	16		
Registered			
240,000,000 ordinary shares of Baht 1 each			
(2021: 1,010,000 ordinary shares of Baht 100 each)		240,000,000	101,000,000
Issued and fully paid-up			
190,000,000 ordinary shares of Baht 1 each			
(2021: 1,010,000 ordinary shares of Baht 100 each)		190,000,000	101,000,000
Share premium (discount)		109,329,516	(670,484)
Retained earnings			
Appropriated - statutory reserve	17	24,000,000	10,100,000
Unappropriated		80,417,261	56,214,638
Total shareholders' equity		403,746,777	166,644,154
Total liabilities and shareholders' equity		946,596,181	599,938,403

The accompanying notes are an integral part of the financial statements.

Statement of comprehensive income

Master Style Public Company Limited

For the year ended 31 December 2022

		(Unit: Baht)	
	Note	2022	2021
Revenue			
Revenues from hospital operations		1,482,586,930	659,506,850
Other income		7,461,852	30,472,680
Total revenue		1,490,048,782	689,979,530
Expense			
Cost of hospital operations		641,245,144	311,646,322
Selling expenses		313,540,075	81,200,785
Administrative expenses		149,276,143	85,929,637
Total expenses		1,104,061,362	478,776,744
Operating profit		385,987,420	211,202,786
Finance income		308,450	184,107
Finance cost		(9,121,234)	(6,917,664)
Profit before income tax expenses		377,174,636	204,469,229
Income tax expenses	19	(76,252,924)	(41,672,085)
Profit for the year		300,921,712	162,797,144
Other comprehensive income:			
<i>Other comprehensive income not to be reclassified</i>			
<i>to profit or loss in subsequent periods</i>			
Actuarial gain - net of tax		1,700,911	-
Other comprehensive income for the year		1,700,911	-
Total comprehensive income for the year		302,622,623	162,797,144
Earnings per share	20		
Basic earnings per share		1.77	1.61

The accompanying notes are an integral part of the financial statements.

Cash flow statement

Master Style Public Company Limited

For the year ended 31 December 2022

	(Unit: Baht)	
	2022	2021
Cash flows from operating activities		
Profit before tax	377,174,636	204,469,229
Adjustments to reconcile profit before tax to net cash provided by (paid from) operating activities		
Depreciation and amortisation	35,283,025	30,986,639
Allowance for net realisable value of inventories	573,311	776,756
Loss on write-off of equipment and intangible assets	833,814	407,175
Different from rental reduction	-	(4,011,894)
Gain on debt instruments at fair value through profit or loss	(457,678)	(99,414)
Provision for long-term employee benefits	1,407,772	1,340,309
Other current provisions (reversal)	11,753,618	(838,116)
Finance income	(308,450)	(184,107)
Finance cost	9,121,234	6,917,664
Profit from operating activities before changes in operating assets and liabilities	435,381,282	239,764,241
Operating assets (increase) decrease		
Trade and other receivables	(2,117,799)	(1,399,301)
Inventories	(36,669,168)	(7,361,152)
Other current assets	(14,110,346)	(3,700,421)
Other non-current assets	1,340,828	12,000
Operating liabilities increase (decrease)		
Trade and other payables	34,551,338	15,420,241
Unearned revenue	14,297,293	18,969,029
Other current liabilities	20,927,867	203,550
Other non-current liabilities	(718,200)	(2,248,595)
Cash flows from operating activities	452,883,095	259,659,592
Interest received	287,680	159,107
Income tax paid	(59,213,355)	(41,562,184)
Net cash flows from operating activities	393,957,420	218,256,515

The accompanying notes are an integral part of the financial statements.

Cash flow statement (continued)

Master Style Public Company Limited

For the year ended 31 December 2022

	(Unit: Baht)	
	2022	2021
Cash flows from investing activities		
Increase in restricted bank deposits	-	(7,500,000)
Increase in other current financial assets	(20,000,000)	(75,000,000)
Acquisition of equipment and advance payment for construction	(208,011,367)	(11,353,040)
Acquisition of intangible assets	(695,446)	(5,084,215)
Proceed from disposal of equipment	101,186	-
Cash paid for loans to related party	(90,900,000)	-
Cash receipt from loans to related party	90,900,000	-
Net cash flows used in investing activities	(228,605,627)	(98,937,255)
Cash flows from financing activities		
Cash receipt from share capital increase	199,000,000	-
Payment of principal portion of lease liabilities	(22,950,766)	(1,164,633)
Interest paid	(9,121,234)	(6,917,664)
Dividend paid	(416,020,000)	(101,000,000)
Net cash flows used in financing activities	(249,092,000)	(109,082,297)
Net increase (decrease) in cash and cash equivalents	(83,740,207)	10,236,963
Cash and cash equivalents at beginning of year	181,510,922	171,273,959
Cash and cash equivalents at end of year	97,770,715	181,510,922
	-	
Supplemental cash flows information		
Non-cash items:		
Acquisition of equipment which cash has not been paid	2,192,782	1,404,712
Acquisition of intangible assets which cash has not been paid	-	561,750
Increase in right-of-use assets and lease liabilities		
from additional lease agreements	183,131,163	18,269,868
Increase in accrued dividend	-	151,500,000

The accompanying notes are an integral part of the financial statements.

Statement of changes in shareholders' equity

Master Style Public Company Limited

For the year ended 31 December 2022

	Issued and paid-up share capital	Share premium (discount)	Retained earnings			(Unit: Baht)
			Appropriated - statutory reserve	Unappropriated	Total shareholders' equity	
Balance as at 1 January 2021	101,000,000	(670,484)	3,192,800	152,824,694	256,347,010	
Dividend paid (Note 23)	-	-	-	(252,500,000)	(252,500,000)	
Allocation of legal reserve	-	-	6,907,200	(6,907,200)	-	
Profit for the year	-	-	-	162,797,144	162,797,144	
Other comprehensive income for the year	-	-	-	-	-	
Total comprehensive income for the year	-	-	-	162,797,144	162,797,144	
Balance as at 31 December 2021	101,000,000	(670,484)	10,100,000	56,214,638	166,644,154	
Balance as at 1 January 2022	101,000,000	(670,484)	10,100,000	56,214,638	166,644,154	
Increase share capital (Note 16)	89,000,000	110,000,000	-	-	199,000,000	
Dividend paid (Note 23)	-	-	-	(264,520,000)	(264,520,000)	
Allocation of legal reserve	-	-	13,900,000	(13,900,000)	-	
Profit for the year	-	-	-	300,921,712	300,921,712	
Other comprehensive income for the year	-	-	-	1,700,911	1,700,911	
Total comprehensive income for the year	-	-	-	302,622,623	302,622,623	
Balance as at 31 December 2022	190,000,000	109,329,516	24,000,000	80,417,261	403,746,777	

The accompanying notes are an integral part of the financial statements.

Notes to financial statements

Master Style Public Company Limited

For the year ended 31 December 2022

1. Corporate information

Master Style Public Company Limited (“the Company”) is a public company incorporated and domiciled in Thailand. The Company is principally engaged in cosmetic hospital under the name of “Masterpiece Hospital”. The registered office of the Company is at 99/19 Sukhothai Road, Dusit, Dusit, Bangkok.

On 30 June 2022, the Extraordinary General Meeting of the Company’s shareholders pass a resolution to approve the change of its status to a public company. The Company was registered as a public company limited and changed the Company’s name from “Master Style Company Limited” to “Master Style Public Company Limited” with the Ministry of Commerce on 8 July 2022.

The Stock Exchange of Thailand approved the listing of the ordinary shares of the Company, to be traded from 25 January 2023.

2. Basis of preparation

The financial statements have been prepared in accordance with Thai Financial Reporting Standards enunciated under the Accounting Professions Act B.E. 2547 and their presentation has been made in compliance with the stipulations of the Notification of the Department of Business Development, issued under the Accounting Act B.E. 2543.

The financial statements in Thai language are the official statutory financial statements of the Company. The financial statements in English language have been translated from the Thai language financial statements.

The financial statements have been prepared on a historical cost basis except where otherwise disclosed in the accounting policies.

3. New financial reporting standards

3.1 Financial reporting standards that became effective in the current year

During the year, the Company has adopted the revised financial reporting standards and interpretations which are effective for fiscal years beginning on or after 1 January 2022. These financial reporting standards were aimed at alignment with the corresponding International Financial Reporting Standards with most of the changes directed towards clarifying accounting treatment and providing accounting guidance for users of the standards.

The adoption of these financial reporting standards does not have any significant impact on the Company’s financial statements.

3.2 Financial reporting standards that will become effective for fiscal years beginning on or after 1 January 2023

The Federation of Accounting Professions issued a number of revised financial reporting standards, which are effective for fiscal years beginning on or after 1 January 2023. These financial reporting standards were aimed at alignment with the corresponding International Financial Reporting Standards with most of the changes directed towards clarifying accounting treatment and providing accounting guidance for users of the standards

The management of the Company believes that adoption of these amendments will not have any significant impact on the Company's financial statements.

4. Significant accounting policies

4.1 Revenue and expense recognition

Revenue from hospital operations

Revenue from hospital operations, mainly consisting of medical fees, hospital room sales, and medicine sales, are recognised as income when services have been rendered or medicine delivered and are measured at the amount of the consideration received or receivable after deducting discounts.

Rental income

Rental income is recognised on straight-line basis over the term of the contract.

Interest income

Interest income is calculated using the effective interest method and recognised on an accrual basis. The effective interest rate is applied to the gross carrying amount of a financial asset, unless the financial assets subsequently become credit-impaired when it is applied to the net carrying amount of the financial asset (net of the expected credit loss allowance).

Finance cost

Interest expense from financial liabilities at amortised cost is calculated using the effective interest method and recognised on an accrual basis.

4.2 Cash and cash equivalents

Cash and cash equivalents consist of cash in hand and at banks, and all highly liquid investments with an original maturity of three months or less and not subject to withdrawal restrictions.

4.3 Inventories

Inventories are valued at the lower of cost under the weighted average method and net realisable value.

In the current year, the Company changed the accounting policy relating to inventories valuation method from first-in first-out method to weighted average method, effective from 1 January 2022. The effect of this change in accounting policies was immaterial.

4.4 Buildings and equipment/Depreciation

Buildings and equipment are stated at cost less accumulated depreciation and allowance for loss on impairment of assets (if any).

Depreciation of buildings and equipment is calculated by reference to their costs on the straight-line basis over the following estimated useful lives:

Buildings and buildings improvement	-	5 and 27 years
Utilities system	-	4 and 5 years
Medical tools and equipment	-	2, 3 and 5 years
Equipment and tools	-	3 and 5 years
Fixtures and office equipment	-	3 and 5 years
Computer	-	5 years
Motor vehicles	-	5 years

Depreciation is included in determining income.

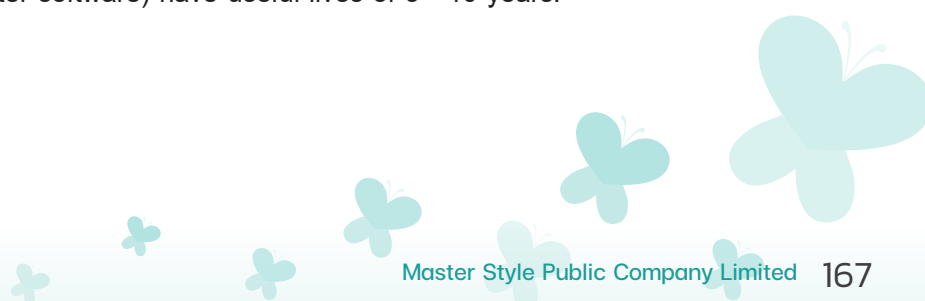
No depreciation is provided assets under installation.

4.5 Intangible assets

Intangible assets are initially recognised at cost. Following the initial recognition, the intangible assets are carried at cost less accumulated amortisation and accumulated impairment losses (if any).

Intangible assets with finite lives are amortised on the straight-line basis over the economic useful life and tested for impairment whenever there is an indication that the intangible asset may be impaired. The amortisation period and the amortisation method of such intangible assets are reviewed at least at each financial year end. The amortisation expense is charged to profit or loss.

Intangible assets (computer software) have useful lives of 3 - 10 years.



4.6 Leases

At inception of contract, the Company assesses whether a contract is, or contains, a lease. A contract is, or contains, a lease if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration.

The Company as a lessee

The Company applied a single recognition and measurement approach for all leases, except for short-term leases and leases of low-value assets. At the commencement date of the lease (i.e. the date the underlying asset is available for use), the Company recognises right-of-use assets representing the right to use underlying assets and lease liabilities based on lease payments.

Right-of-use assets

Right-of-use assets are measured at cost, less accumulated depreciation, any accumulated impairment losses, and adjusted for any remeasurement of lease liabilities. The cost of right-of-use assets includes the amount of lease liabilities initially recognised, initial direct costs incurred, and lease payments made at or before the commencement date of the lease less any lease incentives received.

Depreciation of right-of-use assets are calculated by reference to their costs, on the straight-line basis over the shorter of their estimated useful lives and the lease term.

Land and buildings	27 and 30 years
Medical tools and equipment	3 years

If ownership of the leased asset is transferred to the Company at the end of the lease term or the cost reflects the exercise of a purchase option, depreciation is calculated using the estimated useful life of the asset.

A lease that has a lease term less than or equal to 12 months from commencement date or a lease of low-value assets is recognised as expenses on a straight-line basis over the lease term.

Lease liabilities

Lease liabilities are measured at the present value of the lease payments to be made over the lease term. The lease payments include fixed payments less any lease incentives receivable, variable lease payments that depend on an index or a rate, and amounts expected to be payable under residual value guarantees. Moreover, the lease payments include the exercise price of a purchase option reasonably certain to be exercised by the Company and payments of penalties for terminating the lease, if the lease term reflects the Company exercising an option to terminate. Variable lease payments that do not depend on an index or a rate are recognised as expenses in the period in which the event or condition that triggers the payment occurs.

The Company discounted the present value of the lease payments by the interest rate implicit in the lease or the Company's incremental borrowing rate. After the commencement date, the amount of lease liabilities is increased to reflect the accretion of interest and reduced for the lease payments made. In addition, the carrying amount of lease liabilities is remeasured if there is a change in the lease term, a change in the lease payments or a change in the assessment of an option to purchase the underlying asset.

Short-term leases and leases of low-value assets

A lease that has a lease term less than or equal to 12 months from commencement date or a lease of low-value assets is recognised as expenses on a straight-line basis over the lease term.

The Company as a lessor

A lease is classified as an operating lease if it does not transfer substantially all the risks and rewards incidental to ownership of an underlying asset to a lessee. Lease receivables from operating leases is recognised as income in profit or loss on a straight-line basis over the lease term. Initial direct costs incurred in obtaining an operating lease are added to the carrying amount of the underlying assets and recognised as an expense over the lease term on the same basis as the lease income.

4.7 Related party transactions

Related parties comprise individuals or enterprises that control, or are controlled by, the Company, whether directly or indirectly, or which are under common control with the Company.

They also include associates, and individuals or enterprises which directly or indirectly own a voting interest in the Company that gives them significant influence over the Company, key management personnel, directors, and officers with authority in the planning and direction of the Company's operations.

4.8 Impairment of non-financial assets

At the end of each reporting period, the Company performs impairment reviews in respect of the buildings and equipment, right-of-use assets, and other intangible assets whenever events or changes in circumstances indicate that an asset may be impaired. An impairment loss is recognised when the recoverable amount of an asset, which is the higher of the asset's fair value less costs to sell and its value in use, is less than the carrying amount.

An impairment loss is recognised in profit or loss.

4.9 Employee benefits

Short-term employee benefits

Salaries, wages, bonuses and contributions to the social security fund are recognised as expenses when incurred.

Post-employment benefits

Defined contribution plans

The Company and its employees have jointly established a provident fund. The fund is monthly contributed by employees and by the Company. The fund's assets are held in a separate trust fund and the Company's contributions are recognised as expenses when incurred.

Defined benefit plans

The Company has obligations in respect of the severance payments it must make to employees upon retirement under labor law. The Company treats these severance payment obligations as a defined benefit plan.

The obligation under the defined benefit plan is determined by a professionally qualified independent actuary based on actuarial techniques, using the projected unit credit method.

Actuarial gains and losses arising from defined benefit plans are recognised immediately in other comprehensive income.

4.10 Provisions

Provisions are recognised when the Company has a present obligation as a result of a past event, it is probable that an outflow of resources embodying economic benefits will be required to settle the obligation, and a reliable estimate can be made of the amount of the obligation.

4.11 Income tax

Income tax expense represents the sum of corporate income tax currently payable and deferred tax.

Current tax

Current income tax is provided in the accounts at the amount expected to be paid to the taxation authorities, based on taxable profits determined in accordance with tax legislation.

Deferred tax

Deferred income tax is provided on temporary differences between the tax bases of assets and liabilities and their carrying amounts at the end of each reporting period, using the tax rates enacted at the end of the reporting period.

The Company recognises deferred tax liabilities for all taxable temporary differences while it recognises deferred tax assets for all deductible temporary differences and tax losses carried forward to the extent that it is probable that future taxable profit will be available against which such deductible temporary differences and tax losses carried forward can be utilised.

At each reporting date, the Company reviews and reduces the carrying amount of deferred tax assets to the extent that it is no longer probable that sufficient taxable profit will be available to allow all or part of the deferred tax asset to be utilised.

The Company records deferred tax directly to shareholders' equity if the tax relates to items that are recorded directly to shareholders' equity.

4.12 Financial instruments

The Company initially measures financial assets at its fair value plus, in the case of financial assets that are not measured at fair value through profit or loss, transaction costs. However, trade receivables, that do not contain a significant financing component, are measured at the transaction price as disclosed in the accounting policy relating to revenue recognition.

Classification and measurement of financial assets

Financial assets are classified, at initial recognition, as to be subsequently measured at amortised cost, or fair value through profit or loss ("FVTPL"). The classification of financial assets at initial recognition is driven by the Company's business model for managing the financial assets and the contractual cash flows characteristics of the financial assets.

Financial assets at amortised cost

The Company measures financial assets at amortised cost if the financial asset is held in order to collect contractual cash flows and the contractual terms of the financial asset give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

Financial assets at amortised cost are subsequently measured using the effective interest rate ("EIR") method and are subject to impairment. Gains and losses are recognised in profit or loss when the asset is derecognised, modified or impaired.

Financial assets at FVTPL

Financial assets measured at FVTPL are carried in the statement of financial position at fair value with net changes in fair value recognised in profit or loss.

These financial assets include derivatives, security investments held for trading, equity investments which the Company has not irrevocably elected to classify at FVOCI and financial assets with cash flows that are not solely payments of principal and interest.

Classification and measurement of financial liabilities

Except for derivative liabilities, at initial recognition the Company's financial liabilities are recognised at fair value net of transaction costs and classified as liabilities to be subsequently measured at amortised cost using the EIR method. Gains and losses are recognised in profit or loss when the liabilities are derecognised as well as through the EIR amortisation process. In determining amortised cost, the Company takes into account any fees or costs that are an integral part of the EIR. The EIR amortisation is included in finance costs in profit or loss.

Regular way purchases and sales of financial assets

Regular way purchases or sales of financial assets that require delivery of assets within a time frame established by regulation or convention in the marketplace are recognised on the trade date, i.e., the date on which the Company commits to purchase or sell the asset.

Derecognition of financial instruments

A financial asset is primarily derecognised when the rights to receive cash flows from the asset have expired or have been transferred and either the Company has transferred substantially all the risks and rewards of the asset, or the Company has transferred control of the asset.

A financial liability is derecognised when the obligation under the liability is discharged or cancelled or expires. When an existing financial liability is replaced by another from the same lender on substantially different terms, or the terms of an existing liability are substantially modified, such an exchange or modification is treated as the derecognition of the original liability and the recognition of a new liability. The difference in the respective carrying amounts is recognised in profit or loss.

Offsetting of financial instruments

Financial assets and financial liabilities are offset, and the net amount is reported in the statement of financial position if there is a currently enforceable legal right to offset the recognised amounts and there is an intention to settle on a net basis, to realise the assets and settle the liabilities simultaneously.

4.13 Fair value measurement

Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between buyer and seller (market participants) at the measurement date. The Company applies a quoted market price in an active market to measure their assets and liabilities that are required to be measured at fair value by relevant financial reporting standards. Except in case of no active market of an identical asset or liability or when a quoted market price is not available, the Company measures fair value using valuation technique that are appropriate in the circumstances and maximises the use of relevant observable inputs related to assets and liabilities that are required to be measured at fair value.

All assets and liabilities for which fair value is measured or disclosed in the financial statements are categorised within the fair value hierarchy into three levels based on categorise of input to be used in fair value measurement as follows:

Level 1 - Use of quoted market prices in an active market for such assets or liabilities

Level 2 - Use of other observable inputs for such assets or liabilities, whether directly or indirectly

Level 3 - Use of unobservable inputs such as estimates of future cash flows

At the end of each reporting period, the Company determines whether transfers have occurred between levels within the fair value hierarchy for assets and liabilities held at the end of the reporting period that are measured at fair value on a recurring basis.

5. Use of accounting estimates

The preparation of financial statements in conformity with financial reporting standards at times requires management to make subjective judgements and estimates regarding matters that are inherently uncertain. These judgements and estimates affect reported amounts and disclosures; and actual results could differ from these estimates. Significant judgements and estimates are as follows:

Buildings and equipment/Depreciation

In determining depreciation of buildings and equipment, the management is required to make estimates of the useful lives and residual values of the buildings and equipment and to review estimate useful lives and residual values when there are any changes.

In addition, the management is required to review buildings and equipment for impairment on a periodical basis and record impairment losses when it is determined that their recoverable amount is lower than the carrying amount. This requires judgements regarding forecast of future revenues and expenses relating to the assets subject to the review.

Leases

Determining the lease term with extension and termination options - The Company as a lessee

In determining the lease term, the management is required to exercise judgement in assessing whether the Company is reasonably certain to exercise the option to extend or terminate the lease considering all relevant facts and circumstances that create an economic incentive for the Company to exercise either the extension or termination option.

Estimating the incremental borrowing rate - The Company as a lessee

The Company cannot readily determine the interest rate implicit in the lease, therefore, the management is required to exercise judgement in estimating its incremental borrowing rate to discount lease liabilities. The incremental borrowing rate is the rate of interest that the Company would have to pay to borrow over a similar term, and with a similar security, the funds necessary to obtain an asset of a similar value to the right-of-use asset in a similar economic environment.

Lease classification - The Company as lessor

In determining whether a lease is to be classified as an operating lease or finance lease, the management is required to exercise judgement as to whether significant risk and rewards of ownership of the leased asset has been transferred, taking into consideration terms and conditions of the arrangement.

Litigation

The Company has contingent liabilities as a result of litigation. The Company's management has used judgement to assess of the results of the litigation and believes that no loss will result. Therefore, no contingent liabilities are recorded as at the end of reporting period.

6. Related party transactions

During the years, the Company had significant business transactions with related parties. Such transactions, which are summarised below, arose in the ordinary course of business and were concluded on commercial terms and bases agreed upon between the Company and those related parties.

(Unit: Thousand Baht)

	2022	2021	Transfer pricing policy
<u>Transactions with related parties</u>			
Purchases of medicine	1,697	767	Market price

The balances of the accounts between the Company and those related parties are as follows.

(Unit: Thousand Baht)

	2022	2021
Trade payables - related parties (Note 12)		
Related companies (common director)	193	97
Total	193	97

Loan to a related person

During the year, the Company has loan to a related person without interest charge and due within July 2022.

Movement of loan to a related person for the year ended 31 December 2022 is as follows.

(Unit: Thousand Baht)

	Balance as at 1 January			Balance as at 31 December
	2022	Increase	Decrease	2022
Director	-	90,900	(90,900)	-

Directors and management's benefits

During the years, the Company had employee benefit expenses payable to its directors and management as below.

(Unit: Thousand Baht)

	2022	2021
Short-term employee benefits	19,973	17,041
Post-employment benefits	277	296
Total	20,250	17,337

7. Cash and cash equivalents

(Unit: Thousand Baht)

	2022	2021
Cash	694	405
Bank deposits	97,077	181,106
Total cash and cash equivalents	97,771	181,511

Bank deposits carried interests between 0.05 and 0.33% per annum (2021: between 0.05 and 0.13% per annum).

8. Inventories

(Unit: Thousand Baht)

	2022	2021
Medicine, medical supplies	63,557	26,629
Others	676	935
Total	64,233	27,564
Less: Allowance for diminution in value	(1,726)	(1,153)
Inventories - net	62,507	26,411

During the current year, the Company reduced cost of inventories by Baht 0.6 million (2021: Baht 0.8 million) to reflect the net realisable value. This was included in cost of hospital operations.

9. Other current financial assets

(Unit: Thousand Baht)

	2022	2021
<u>Financial assets at FVTPL</u>		
Investment in debenture - cost	145,056	125,035
Add: Unrealised gain	564	107
Fair value	145,620	125,142
Total other financial assets	145,620	125,142

10. Restricted bank deposits

These represent fixed deposits pledged with the banks to secure bank overdraft facilities.

11. Buildings and equipment

		(Unit: Thousand Baht)								
		Buildings and buildings improvementment	Utilities system	Medical tools and equipment	Equipment and tools	Fixtures and office equipment	Computer	Motor vehicles	Assets under installation	Total
Cost										
1 January 2021	70,082	8,482	32,829	5,098	9,852	4,807	7,270	-		138,420
Additions	1,422	266	4,415	1,044	696	4,890	-	25		12,758
Disposals	-	-	-	(358)	(31)	(157)	-	-		(546)
31 December 2021	71,504	8,748	37,244	5,784	10,517	9,540	7,270	25		150,632
Additions	1,704	182	27,677	1,649	2,431	6,453	3,836	-		43,932
Disposals	-	-	(3,288)	(961)	(439)	(471)	-	-		(5,159)
Transfer in (out)	-	-	25	-	-	-	-	(25)		-
31 December 2022	73,208	8,930	61,658	6,472	12,509	15,522	11,106	-		189,405
Accumulated depreciation										
1 January 2021	9,687	3,172	12,374	2,962	5,491	1,730	1,144	-		36,560
Depreciation for the year	4,728	2,258	6,405	801	2,311	1,234	1,110	-		18,847
Depreciation on disposals	-	-	-	(331)	(21)	(101)	-	-		(453)
31 December 2021	14,415	5,430	18,779	3,432	7,781	2,863	2,254	-		54,954
Depreciation for the year	4,219	2,187	9,504	861	1,976	2,344	1,459	-		22,550
Depreciation on disposals	-	-	(2,541)	(906)	(398)	(379)	-	-		(4,224)
31 December 2022	18,634	7,617	25,742	3,387	9,359	4,828	3,713	-		73,280
Net book value										
31 December 2021	57,089	3,318	18,465	2,352	2,736	6,677	5,016	25		95,678
31 December 2022	54,574	1,313	35,916	3,085	3,150	10,694	7,393	-		116,125
Depreciation for the year										
2021 (Baht 12 million included in cost of hospital operations, and the balance in selling and administrative expenses)										18,847
2022 (Baht 17 million included in cost of hospital operations, and the balance in selling and administrative expenses)										22,550

The ownership of buildings and building improvements on the leased land will be transferred to the lessors upon the termination of the agreements.

12. Trade and other payables

(Unit: Thousand Baht)

	2022	2021
Trade payables - related parties	193	97
Trade payables - unrelated parties	17,009	10,625
Other payables	14,664	3,006
Accrued physicians' fee	19,152	12,143
Accrued expenses	23,935	14,305
Total trade and other payables	74,953	40,176

13. Unearned revenue

(Unit: Thousand Baht)

	2022	2021
Balance at beginning of year	58,284	39,315
Add: Receive during the year	1,434,041	483,594
Less: Recognise to revenue during the year	(1,390,029)	(440,919)
Less: Refund	(29,714)	(23,706)
Balance at ending of year	72,582	58,284

14. Other current provisions

(Unit: Thousand Baht)

	2022	2021
Provision for compensation	9,522	4,151
Other provisions	8,404	2,022
Total	17,926	6,173

15. Leases

15.1 The Company as a lessee

The Company has lease contracts for various items of assets used in its operations. Leases generally have lease terms between 3 - 30 years.

a) Right-of-use assets

Movements of right-of-use assets for the years ended 31 December 2022 and 2021 are summarised below.

	(Unit: Thousand Baht)		
	Land and buildings	Medical tools and equipment	Total
1 January 2021	129,937	761	130,698
Additions	18,270	-	18,270
Depreciation for the year	(10,771)	(381)	(11,152)
31 December 2021	137,436	380	137,816
Additions	183,131	-	183,131
Lease modification	(1,468)	-	(1,468)
Depreciation for the year	(10,938)	(380)	(11,318)
31 December 2022	308,161	-	308,161

b) Lease liabilities

	(Unit: Thousand Baht)	
	2022	2021
Lease payments	578,072	252,600
Less: Deferred interest expenses	(271,482)	(104,723)
Total	306,590	147,877
Less: Portion due within one year	(15,411)	(6,969)
Lease liabilities - net of current portion	291,179	140,908

Movements of the lease liability account during the years ended 31 December 2022 and 2021 are summarised below:

	(Unit: Thousand Baht)	
	2022	2021
Balance at beginning of year	147,877	134,784
Additions	183,131	18,270
Accretion of interest	9,121	6,913
Repayments	(32,071)	(8,078)
Different from lease modification	(1,468)	-
Different from lease reduction	-	(4,012)
Balance at end of year	306,590	147,877

A maturity analysis of lease payments is disclosed in Note 26.1 under the liquidity risk.

c) Expenses relating to leases that are recognised in profit or loss

	(Unit: Thousand Baht)	
	2022	2021
Depreciation expense of right-of-use assets	11,318	11,152
Interest expense on lease liabilities	9,121	6,913
Expense relating to leases of low-value assets	1,704	788
Difference from lease reduction	-	(4,012)

d) Others

The Company had total cash outflows for leases for the year ended 31 December 2022 of Baht 34 million (2021: Baht 8 million), including the cash outflow related to short-term lease, leases of low-value assets and variable lease payments that do not depend on an index or a rate.

15.2 The Company as a lessor

The Company has future minimum rentals receivable under non-cancellable operating leases as at 31 December 2022 and 2021 as follows:

	(Unit: Thousand Baht)	
	2022	2021
Within 1 year	117	1,801
Over 1 and up to 5 years	75	-
Total	192	1,801

16. Share capital

On 14 January 2022, the Extraordinary General Meeting of the Company's shareholders No.1/2022 passed a special resolution approving an increase in the registered capital from Baht 101 million to Baht 160 million through the issuance of 590,000 newly ordinary shares, of which 490,000 shares with a par value of Baht 100 per share were issued to the existing shareholders and another 100,000 shares with a par value of Baht 1,200 per share to new shareholders, totaling Baht 169 million. As a result, the Company had share premium of Baht 110 million. The Company already registered the capital increase with the Ministry of Commerce on 25 January 2022.

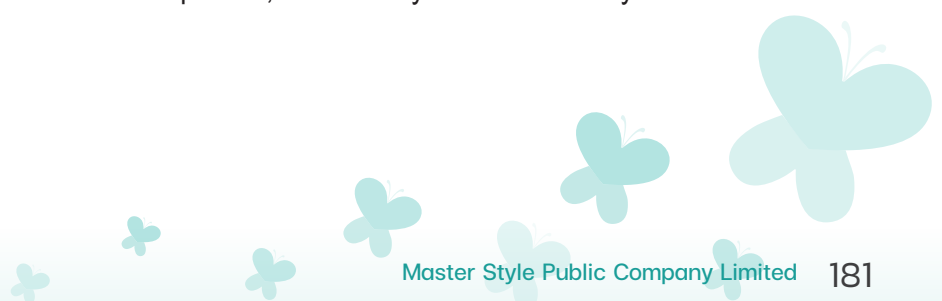
On 30 June 2022, the Extraordinary General Meeting of the Company's shareholders No. 2/2022 passed a resolution as follows:

- 1) A change in the par value of the shares from Baht 100 per share to Baht 1 per share, resulting in an increase in number of the ordinary shares from 1.6 million shares to 160 million shares. The Company has registered the change in par value of its shares with the Ministry of Commerce on 8 July 2022.
- 2) An increase in the registered capital from Baht 160 million to Baht 240 million through the issuance of 80 million ordinary shares with a par value of Baht 1 per share, which consisted of
 - 2.1) 30 million shares sold to the existing shareholders with a par value of Baht 1 per share, totaling Baht 30 million. The Company already received the payment for share capital increase in July 2022.
 - 2.2) 50 million shares issued to support an initial public offering.

The Company has registered the capital increase with the Ministry of Commerce on 18 July 2022.

17. Statutory reserve

Pursuant to Section 116 of the Public Limited Companies Act B.E. 2535, the Company is required to set aside a statutory reserve at least 5% of its net profit after deducting accumulated deficit brought forward (if any), until the reserve reaches 10% of the registered capital. The statutory reserve is not available for dividend distribution. At present, the statutory reserve has fully been set aside.



18. Expenses by nature

Significant expenses classified by nature are as follows:

	(Unit: Thousand Baht)	
	2022	2021
Salaries, wages and other employee benefits	254,878	124,762
Depreciation and amortisation	35,283	30,987
Physicians' fee	338,361	142,106
Medicine, medical supplies and other supplied use	204,084	115,000
Marketing expenses	150,170	19,593

19. Income tax

Income tax expenses for the years ended 31 December 2022 and 2021 are made up as follows:

	(Unit: Thousand Baht)	
	2022	2021
Current income tax:		
Current income tax charge	81,476	41,724
Adjustment in respect of income tax of previous year	(240)	126
Deferred tax:		
Relating to origination and reversal of temporary differences	(4,983)	(178)
Income tax expense reported in profit or loss	76,253	41,672

The amounts of income tax relating to each component of other comprehensive income for the years ended 31 December 2022 and 2021 are as follows:

	(Unit: Thousand Baht)	
	2022	2021
Deferred tax on actuarial gains	425	-
	425	-

The reconciliation between accounting profit and income tax expense is shown below.

	(Unit: Thousand Baht)	
	2022	2021
Accounting profit before tax	377,175	204,469
Applicable tax rate	20%	20%
Accounting profit before tax multiplied by income tax rate	75,435	40,894
Adjustment in respect of income tax of previous year	(240)	126
Effects of non-deductible expenses	1,058	652
Income tax expense reported in profit or loss	76,253	41,672

The components of deferred tax assets and deferred tax liabilities are as follows:

	(Unit: Thousand Baht)	
	Statements of financial position	
	2022	2021
Deferred tax assets		
Allowance for expected credit losses	40	40
Allowance for diminution in value of inventories	345	230
Provision for long-term employee benefits	612	756
Deferred revenue - sales promotion	339	269
Other provisions	3,585	1,234
Lease	2,653	2,012
Other current liabilities	1,618	-
Total	9,192	4,541
Deferred tax liabilities		
Unrealised fair value gain on investments	(113)	(21)
Total	(113)	(21)
Net	9,079	4,520

20. Earnings per share

Basic earnings per share is calculated by dividing profit for the year attributable to equity holders of the Company (excluding other comprehensive income) by the weighted average number of ordinary shares in issue during the year, after adjusting the number of ordinary shares in proportion to the change in the par value of the shares from Baht 100 per share to Baht 1 per share as discussed in Note 16. The number of ordinary shares of the prior year used for the calculation, as presented for comparative purposes, has been adjusted in proportion to the change in the par value of the shares as a result of the change in the par value of the shares had been occurred at the beginning of the earliest period reported.

Basic earnings per share for the years ended 31 December 2022 and 2021 is as follows:

	2022	2021
		(Restated)
Profit for the year (Thousand Baht)	300,922	162,797
Weighted average number of ordinary shares (Thousand shares)	169,847	101,000
Basic earnings per share (Baht)	1.77	1.61

21. Segment information

Operating segment information is reported in a manner consistent with the internal reports that are regularly reviewed by the chief operating decision maker in order to make decisions about the allocation of resources to the segment and assess its performance.

The Company is principally engaged in the hospital operation. Its operations are carried on only in Thailand. Segment performance is measured based on operating profit or loss, on a basis consistent with that used to measure operating profit or loss in the financial statements. As a result, all of the revenues, operating profits and assets as reflected in these financial statements pertain exclusively to the aforementioned reportable operating segment and geographical area.

Major customers

For the years 2022 and 2021, the Company has no major customer with revenue of 10% or more of an entity's revenues.

22. Provident fund

The Company and its employees have jointly established a provident fund in accordance with the Provident Fund Act B.E. 2530. Both employees and the Company contribute to the fund monthly at the rate of 4% of basic salary. The fund, which is managed by TISCO Asset Management Co., Ltd., will be paid to employees upon termination in accordance with the fund rules. The contributions for the year 2022 amounting to approximately Baht 1.3 million (2021: Baht 1.1 million) were recognised as expenses.

23. Dividends

Dividends	Approved by	Total dividends (Million Baht)	Dividend per share (Baht)
Final dividends for 2020	Annual General Meeting of the shareholders on 28 April 2021	101	100.00
Interim dividends for 2021	Board of Directors' meeting on 30 December 2021	152	150.00
Total for 2021		253	
Interim dividends	Board of Directors' meeting on 25 February 2022	54	33.45
Interim dividends	Extraordinary General Meeting of the shareholders on 30 June 2022	40	25.00
Interim dividends	Board of Directors' meeting on 8 November 2022	171	0.90
Total for 2022		265	

24. Commitments and contingent liabilities

24.1 Capital commitments

As at 31 December 2022, the Company had capital commitments of approximately Baht 164 million (2021: None), relating to the construction of buildings.

24.2 Service commitments

As at 31 December 2022, the Company has entered into several service agreements. The terms of the agreements are generally between 1 and 3 years. Future minimum payments required under these contracts is Baht 15.2 million (2021: Baht 2.0 million).

24.3 Others service commitments

As at 31 December 2022, the Company has commitments related to

1. Financial consultant contracts amounting to Baht 0.2 million (2021: Baht 4.4 million).
2. Medical consultant contracts amounting to USD 0.4 million (2021: None).

24.4 Litigations

1. A physician filed a lawsuit against the Company over an alleged breach of contract in respect of utilisation of hospital facilities and aesthetic medical practices, seeking Baht 53.3 million in damages. The case is considering by the Court of First Instance. The Company's management were of the opinion that no material losses will arise from the lawsuit and therefore, the Company has not set aside a provision for litigation losses.
2. A physician filed a lawsuit against the Company over an alleged breach of employment contract and slander on the physician's reputation on the Company's online platforms, seeking Baht 24.5 million in damages. The case is considering by the Court of First Instance. The Company's management were of the opinion that no material losses will arise from the lawsuit and therefore, the Company has not set aside a provision for litigation losses.

25. Fair value hierarchy

As at 31 December 2022 and 2021, the Company had the assets that were measured at fair value in level 2 as follows:

	(Unit: Million Baht)	
	2022	2021
Assets measured at fair value		
Financial assets measured at FVTPL		
Investment in debentures	146	125

26 Financial instruments

26.1 Financial risk management objectives and policies

The Company's financial instruments principally comprise cash and cash equivalents and investments. The financial risks associated with these financial instruments and how they are managed is described below.

Credit risk

The Company is exposed to credit risk primarily with respect to deposits with banks and financial institutions and other financial instruments. The maximum exposure to credit risk is limited to the carrying amounts as stated in the statement of financial position.

Financial instruments and cash deposits

The Company manages the credit risk from balances with banks and financial institutions by making investments only with approved counterparties and within credit limits assigned to each counterparty. Counterparty credit limits are reviewed by the Company's Board of Directors, and may be updated throughout the year subject to approval of the Company's Board of Directors. The limits are set to minimise the concentration of risks and therefore mitigate financial loss through a counterparty's potential failure to make payments.

The credit risk on debt instruments and derivatives is limited because the counterparties are banks with high credit-ratings assigned by international credit-rating agencies.

Market risk

There is market risk of interest rate risk.

Interest rate risk

The Company expects the interest rate risk to be minimal because most of the financial assets and liabilities of the Company bear floating interest rates or fixed interest rates which are close to the market rate.

As at 31 December 2022 and 2021, significant financial assets and liabilities classified by type of interest rate are summarised in the table below, with those financial assets and liabilities that carry fixed interest rates further classified based on the maturity date, or the repricing date if this occurs before the maturity date.



(Unit: Thousand Baht)

2022							
	Fixed interest rates			Floating interest rate	Non-interest bearing	Total	Effective Interest rate (% per annum)
	Within 1 year	1 - 5 years	Over 5 years				
Financial assets							
Cash and cash equivalents	-	-	-	96,548	1,223	97,771	0.05 - 0.33
Trade and other receivables	-	-	-	-	4,907	4,907	-
Other current financial assets	-	-	-	-	145,620	145,620	-
Restricted bank deposits	-	-	-	7,730	-	7,730	0.15 - 0.30
	-	-	-	104,278	151,750	256,028	
Financial liabilities							
Trade and other payables	-	-	-	-	74,953	74,953	-
Lease liabilities	15,411	5,576	285,603	-	-	306,590	3.36 - 4.64
	15,411	5,576	285,603	-	74,953	381,543	

(Unit: Thousand Baht)

2021							
	Fixed interest rates			Floating interest rate	Non-interest bearing	Total	Effective Interest rate (% per annum)
	Within 1 year	1 - 5 years	Over 5 years				
Financial assets							
Cash and cash equivalents	-	-	-	180,825	686	181,511	0.05 - 0.13
Trade and other receivables	-	-	-	-	2,789	2,789	-
Other current financial assets	-	-	-	-	125,142	125,142	-
Restricted bank deposits	-	-	-	7,730	-	7,730	0.13
	-	-	-	188,555	128,617	317,172	
Financial liabilities							
Trade and other payables	-	-	-	-	40,176	40,176	-
Lease liabilities	6,969	13,268	127,640	-	-	147,877	4.60
	6,969	13,268	127,640	-	40,176	188,053	

Liquidity risk

The Company monitors the risk of a shortage of liquidity through the use of credit facility from financial institution and lease contracts to sufficient for the Company's operations.

As at 31 December 2022, the Company has undrawn short-term credit facilities of Baht 26 million.

The table below summarises the maturity profile of the Company's non-derivative financial liabilities as at 31 December 2022 and 2021 based on contractual undiscounted cash flows:

(Unit: Thousand Baht)

	As at 31 December 2022				
	On demand	Less than 1 year	1 to 5 years	> 5 years	Total
Non-derivatives					
Trade and other payables	-	74,953	-	-	78,953
Lease liabilities	-	28,184	59,100	490,788	578,072
Total non-derivatives	-	107,137	59,100	490,788	657,025

(Unit: Thousand Baht))

	As at 31 December 2021				
	On demand	Less than 1 year	1 to 5 years	> 5 years	Total
Non-derivatives					
Trade and other payables	-	40,176	-	-	40,176
Lease liabilities	-	13,628	37,584	201,388	252,600
Total non-derivatives	-	53,804	37,584	201,388	292,776

26.2 Fair values of financial instruments

Since the majority of the Company's financial instruments are short-term in nature or carrying interest at rates close to the market interest rates, their fair value is not expected to be materially different from the amounts presented in the statement of financial position.

27. Capital management

The primary objective of the Company's capital management is to ensure that it has appropriate capital structure in order to support its business and maximise shareholder value. As at 31 December 2022, the Company's debt-to-equity ratio was 1.34:1 (2021: 2.60:1).

28. Events after the reporting period

Initial Public Offering (IPO)

During 17 - 19 January 2023, the Company sold through an initial public offering amounting to 50 million shares at Baht 46 each, totaling Baht 2,300 million with share premium, net of initial public offering expenses, of Baht 2,182 million. The Company was registered the increase of paid-up share capital with the Ministry of Commerce on 20 January 2023.

Dividend payment

On 27 February 2023, a meeting of the Company's Board of Directors passed a resolution to propose to the Annual General Meeting of shareholders to pay a dividend of Baht 0.30 per share, or a total of Baht 72 million to the shareholders in respect of the 2022 profit. The dividend will be paid and recorded after it is approved by the Annual General Meeting of the Company's shareholders.

29. Reclassification

The Company has classified certain items in the financial statements for the year ended 31 December 2021 in accordance with the current year's classification as follows.

	(Unit: Thousand Baht)	
	As reclassified	As previously reported
Statement of financial position		
Share discount	(670)	-
Deficits from business combination		
under common control	-	(670)

The reclassification had no effect to previously reported profit or shareholders' equity.

30. Approval of financial statements

These financial statements were authorised for issue by the Company's Board of Directors on 27 February 2023.



Master Style

Public Company Limited

Master Style Public Company Limited
Head Office

99/19 Sukhothai Road, Dusit Subdistrict, Dusit District, Bangkok 10300

Tel. +66 2105 4370

email : ir@masterpiecehospital