ESG Performance

Company Name : Aesthetic Connect Public Company Limited   Symbol : TRP

Market : mai   Industry Group : Services   Sector : SECTOR 0

Environmental management

Information on environmental policy and guidelines

Environmental policy and guidelines

Environmental policy and guidelines	:	Yes
Environmental guidelines	:	Electricity management, Water resources and water quality management, Waste management, Greenhouse gas and climate change management

The company's executives and employees adhere to the stated policies and operational guidelines with the goal of minimizing the impact of climate change, conserving energy, managing water resources, and handling waste efficiently.

Reference link for environmental policy and guidelines	:	https://teeraporncliniс.com/wp-content/uploads/2023/11/%E0%B8%99%E0%B9%82%E0%B8%A2%E0%B8%9A%E0%B8%B2%E0%B8%A2%E0%B8%84%E0%B8%A7%E0%B8%B2%E0%B8%A1%E0%B8%A3%E0%B8%B1%E0%B8%9A%E0%B8%9C%E0%B8%B4%E0%B8%94%E0%B8%8A%E0%B8%AD%E0%B8%9A%E0%B8%95%E0%B9%88%E0%B8%AD%E0%B8%AA%E0%B8%B1%E0%B8%87%E0%B8%84%E0%B8%A1.pdf

Information on review of environmental policies, guidelines, and/or objectives over the past years

Review of environmental policies, guidelines, and/or goals over the past year

Review of environmental policies, guidelines, and/or goals over the past year	:	Yes
Changes in environmental policies, guidelines, and/or goals	:	Electricity management, Water resources and water quality management, Greenhouse gas and climate change management

The company places great importance on the efficient use of resources and minimizing environmental impact as much as possible. The economic growth of the hospital business may directly and indirectly affect the environment, including water pollution, waste and hazardous waste generation, energy and water consumption, and air pollution, which contributes to climate change. Managing environmental issues is both a risk and an opportunity to create a competitive advantage. The company focuses on fostering environmental responsibility awareness to emphasize the importance of sustainable development. In 2024, the company has set sustainability management goals in the environmental dimension as follows:

Energy Management: The target for 2024 is to reduce electricity consumption per total revenue by 1% compared to the base year (2021).

Water Usage Management: The target for 2024 is to reduce water consumption per total revenue by 1% compared to the base year (2021).

Greenhouse Gas Emissions: The target is to reduce the proportion of greenhouse gas emissions per total revenue by 1%, using 2021 as the base year.

Information on compliance with environmental management principles and standards

Compliance with greenhouse gas or climate change management principles and standards

Greenhouse gas or climate change management principles and standards	:	Thailand Greenhouse Gas Management Organization (TGO), ISO 14064 - Greenhouse gases

Information on other environmental management

Plans, performance, and outcomes related to other environmental management

none

Information on incidents related to legal violations or negative environmental impacts

Number of cases and incidents of legal violations or negative environmental impacts

	2022	2023	2024
Number of cases or incidents of legal violations or negative environmental impact (cases)	0	0	0

Energy management

Disclosure boundary in energy management in the past years

Boundary type	:	Company
Total number of disclosure boundaries	:	-
Actual number of disclosure boundaries	:	-
Data disclosure coverage (%)	:	0.00

Information on energy management

Energy management plan

The company's energy management plan	:	Yes

Energy Conservation and Sustainability Initiatives
1.Energy-Saving Campaign The company has launched an energy conservation campaign to reduce electricity consumption. Measures include turning off lights and unplugging electrical devices when not in use, setting specific operating hours for air conditioning, and adjusting air conditioning temperatures to optimal levels for efficiency.
2.Maintenance and Inspection of Medical Equipment Regular maintenance and inspections are conducted to ensure that medical equipment operates efficiently and effectively, reducing energy wastage and extending equipment lifespan.
3.Solar Rooftop Installation Project The company is in the process of installing a Solar Rooftop system at Teeraporn Hospital, contributing to renewable energy use and reducing reliance on traditional electricity sources.
4.Online Meetings via Zoom To minimize travel-related fuel consumption and carbon emissions, the company encourages the use of online meetings via Zoom, reducing the need for in-person meetings and promoting a more sustainable working environment.

Information on setting goals for managing energy

Setting goals for managing electricity and/or oil and fuel

Does the company set goals for electricity and/or fuel management	:	Yes

Details of setting goals for electricity and/or fuel management

Target(s)	Base year(s)	Target year(s)
Reduction of electricity purchased for consumption	2021 : purchased electricity for consumption 172,263.00 Kilowatt-Hours	2024 : Reduced by 1%

Information on performance and outcomes of energy management

Performance and outcomes of energy management

Performance and outcomes of energy management : Yes

The company efficiently manages energy consumption, including lighting and air conditioning systems. In 2024, the company consumed a total of 265,769.40 kilowatt-hours of electricity. Additionally, the company has installed a solar rooftop power generation system at Teeraporn Hospital, which produces 145,013 kilowatt-hours of electricity annually.

Diagram of performance and outcomes in energy management

Information on electricity management

Companys electricity consumption (*)

	2022	2023	2024
Total electricity consumption within the organization (Kilowatt-Hours)	223,399.00	258,433.30	265,769.40
Electricity purchased for consumption from non-renewable energy sources (Kilowatt-Hours)	223,399.00	258,433.30	265,769.40
Electricity purchased or generated for consumption from renewable energy sources (Kilowatt-Hours)	0.00	N/A	N/A
Intensity ratio of total electricity consumption within the organization to total number of employees (Kilowatt-Hours / Person / Year)	3,191.41	3,190.53	2,888.80

Additional explanation : (*) *Exclude electricity consumption outside of the Company*

Electricity Consumption Intensity

	2022	2023	2024
Intensity of total electricity consumption within the organization (Kilowatt-Hours / m^2)	N/A	N/A	N/A

Information on fuel management

Companys fuel consumption

	2022	2023	2024
Jet fuel (Litres)	0.00	N/A	N/A
Diesel (Litres)	2,875.93	3,192.26	4,968.05
Gasoline (Litres)	31,373.12	21,951.90	17,728.21
Fuel oil (Litres)	0.00	N/A	N/A
Crude oil (Barrels)	0.00	N/A	N/A
Natural gas (Standard Cubic Feet)	0.00	N/A	N/A

	2022	2023	2024
LPG (Kilograms)	0.00	N/A	N/A
Steam (Metric tonnes)	0.00	N/A	N/A
Coal (Metric tonnes)	0.00	N/A	N/A

Additional explanation : *Not include external fuel consumption*

Companys fuel expense (*)

	2022	2023	2024
Total fuel expense (Baht)	N/A	N/A	N/A
Percentage of total fuel expense to total expenses (%)(**)	N/A	N/A	N/A
Percentage of total fuel expense to total revenues (%)(**)	N/A	N/A	N/A

Additional explanation : *(*) Exclude electricity expense outside of the Company*

(**) Total revenues and expenses from consolidated financial statement

Information on total energy management (electricity + fuel)

Energy Consumption

	2022	2023	2024
Total energy consumption within the organization (Megawatt-Hours)	0.00	0.00	0.00

Energy Consumption Intensity

	2022	2023	2024
Intensity ratio of total energy consumption within the organization to total revenues (Megawatt-Hours / Thousand Baht of total revenues)(*)	0.00000000	0.00000000	0.00000000

Additional explanation : *(*) Total revenues and expenses from consolidated financial statement*

Water management

Disclosure boundary in water management over the past years

Boundary type	:	Company
Total number of disclosure boundaries	:	-
Actual number of disclosure boundaries	:	-
Data disclosure coverage (%)	:	0.00

Information on water management plan

Water management plan

The Company's water management plan	:	Yes

The company has launched a water conservation campaign to communicate and raise awareness about the responsible and creative use of water resources among employees and customers. As part of this initiative, informational signs have been placed in restrooms throughout the company premises.

Information on setting goals for water management

Setting goals for water management

Does the company set goals for water management	:	Yes

Details of setting goals for water management

Target(s)	Base year(s)	Target year(s)
Reduction of water withdrawal	2021 : Water withdrawal 256.73 Cubic meters	2024 : Reduced by 1% Cubic meters

Information on performance and outcomes of water management

Performance and outcomes of water management

Performance and outcomes of water management	:	Yes

In 2024, the companys total water consumption was 560.74 cubic meters, an increase of 327.56 cubic meters from 2023. This increase was attributed to a rise in the number of employees and a higher volume of customers using the companys services, resulting in greater water usage.

Diagram of performance and outcomes in water management

Information on water management

Water withdrawal by source

	2022	2023	2024
Total water withdrawal (Cubic meters)	256.73	487.44	560.74
Water withdrawal by third-party water (cubic meters)	256.73	487.44	560.74
Water withdrawal by surface water (cubic meters)	0.00	N/A	N/A

	2022	2023	2024
Water withdrawal by groundwater (cubic meters)	0.00	N/A	N/A
Water withdrawal by seawater (cubic meters)	0.00	N/A	N/A
Water withdrawal by produced water (cubic meters)	0.00	N/A	N/A
Intensity ratio of total water withdrawal to total number of employees (Cubic meters / Person / Year)	3.67	6.02	6.10
Intensity ratio of total water withdrawal to total revenues (Cubic meters / Thousand Baht of total revenues)(*)	0.00	0.00	0.00

Additional explanation : (*) *Total revenues and expenses from consolidated financial statement*

Water discharge by destinations

	2022	2023	2024
Percentage of treated wastewater (%)	0.00	N/A	N/A
Total wastewater discharge (**cubic meters**)	0.00	N/A	N/A
Wastewater discharged to third-party water (cubic meters)	0.00	N/A	N/A
Wastewater discharged to surface water (cubic meters)	0.00	N/A	N/A
Wastewater discharged to groundwater (cubic meters)	0.00	N/A	N/A
Wastewater discharged to seawater (cubic meters)	0.00	N/A	N/A

Water consumption

	2022	2023	2024
Total water consumption (Cubic meters)	256.73	487.44	560.74

Recycled water consumption

	2022	2023	2024
Total recycled water for consumption (Cubic meters)	0.00	N/A	N/A

Water Consumption Intensity

	2022	2023	2024
Intensity ratio of total water consumption to total revenues (Cubic meters / Thousand Baht of total revenues)(*)	0.00030059	0.00068362	0.00101082

Additional explanation : (*) *Total revenues and expenses from consolidated financial statement*

Water withdrawal expenses

	2022	2023	2024
Total water withdrawal expense (Baht)	0.00	0.00	0.00
Percentage of total water withdrawal expense to total expenses (%)(*)	0.00	0.00	0.00
Percentage of total water withdrawal expense to total revenues (%)(*)	0.00	0.00	0.00
Intensity ratio of total water withdrawal expense to total number of employees (Baht / Person / Year)	0.00	0.00	0.00

Additional explanation : (*) *Total revenues and expenses from consolidated financial statement*

Waste management

Disclosure boundary in waste management over the past years

Boundary type	:	Company
Total number of disclosure boundaries	:	-
Actual number of disclosure boundaries	:	-
Data disclosure coverage (%)	:	0.00

Information on waste management plan

Waste management plan

The company's waste management plan	:	Yes

The company has implemented waste reduction initiatives based on the 3Rs concept (Reduce, Reuse, and Recycle), a strategy aimed at using resources efficiently to minimize waste generation and reduce environmental impact.
-Reduce: This involves minimizing usage by controlling the quantity used, only consuming what is necessary. For example, using cloth bags or baskets instead of plastic bags to reduce plastic waste.
-Reuse: This refers to reusing items rather than discarding them. An example is using both sides of paper to extend its lifespan.
-Recycle: This involves sorting waste into different categories for recycling, such as glass bottles, paper, and plastics, which can be processed and re-enter the production cycle.

Information on setting goals for waste management

Setting goals for waste management

Does the company set goals for waste management	:	No

Details of setting goals for waste management

Information on performance and outcomes of waste management

Performance and outcomes of waste management

The company's performance and outcomes of waste management	:	Yes

The company has implemented a systematic waste and waste management process based on the 3R principles (Reduce, Reuse, Recycle). An efficient waste segregation system is in place, along with efforts to raise awareness and encourage active participation from all stakeholders to reduce waste disposal.

Information on waste management

Waste Generation(*)

	2022	2023	2024
Total waste generated (Kilograms)	0.00	N/A	N/A
Non-hazardous waste - Landfilling (Kilograms)	0.00	N/A	N/A
Non-hazardous waste - Incineration with energy recovery (Kilograms)	0.00	N/A	N/A
Non-hazardous waste - Incineration without energy recovery (Kilograms)	0.00	N/A	N/A
Non-hazardous waste Others (kilograms)	0.00	N/A	N/A
Total hazardous waste (kilograms)	0.00	N/A	N/A
Hazardous waste - Landfilling (Kilograms)	0.00	N/A	N/A
Hazardous waste - Incineration with energy recovery (Kilograms)	0.00	N/A	N/A
Hazardous waste - Incineration without energy recovery (Kilograms)	0.00	N/A	N/A
Hazardous waste Others (kilograms)	0.00	N/A	N/A
Intensity ratio of total waste generated to total revenues (Kilograms / Thousand Baht of total revenues)(**)	0.00	N/A	N/A
Intensity ratio of total hazardous waste to total revenues (Kilograms / Thousand Baht of total revenues)(**)	0.00	N/A	N/A

Additional explanation : *(*) Exclude the total weight of waste generated outside of the Company, which is not responsible for the waste disposal or treatment cost*

(**) Total revenues and expenses from consolidated financial statement

Waste reuse and recycling

	2022	2023	2024
Total reused/recycled waste (Kilograms)	0.00	0.00	0.00

	2022	2023	2024
Reused/Recycled non-hazardous waste (**Kilograms**)	0.00	0.00	0.00
Reused non-hazardous waste (Kilograms)	0.00	0.00	0.00
Recycled non-hazardous waste (Kilograms)	0.00	0.00	0.00
Reused/Recycled hazardous waste (**Kilograms**)	0.00	0.00	0.00
Reused hazardous waste (Kilograms)	0.00	0.00	0.00
Recycled hazardous waste (**Kilograms**)	0.00	0.00	0.00

Additional explanation : *Exclude the total weight of reused/recycled waste outside of the Company, which is not responsible for the waste disposal or treatment cost*

Greenhouse gas management

Disclosure boundary in greenhouse gas management over the past years

Boundary type	:	Company
Total number of disclosure boundaries	:	-
Actual number of disclosure boundaries	:	-
Data disclosure coverage (%)	:	0.00

Information on greenhouse gas management plan

Greenhouse gas management plan

The companys greenhouse gas management plan	:	Yes

Global climate change, caused by the emission of greenhouse gases, is a major contributor to global warming. As a result, the company is committed to addressing this issue. The company pledges to reduce greenhouse gas emissions arising from its operations and will work with stakeholders to minimize emissions as much as possible. In 2024, the companys Board of Directors approved a Corporate Social Responsibility and Environmental Policy on Greenhouse Gas Emissions (Carbon Footprint), aimed at benefiting employees at all levels within the organization, as well as fulfilling responsibilities toward society, communities, and stakeholders. The company has set a target to reduce Carbon Intensity by 1% from the baseline year of 2021. The company also conducted its first Carbon Footprint Assessment Report, using data collected over a 12-month period, from January 1 to December 31, 2024. Bureau Veritas Certification (Thailand) Co., Ltd. was appointed as the verifier. This entity is a registered external evaluator for the Carbon Footprint Certification for organizations under the greenhouse gas management system (public organization). To further reduce greenhouse gas emissions, the company has developed the following management strategies:
1.Develop a Solar Rooftop Project Plan to generate electricity from renewable energy sources by installing solar panels at Teeraporn Hospital, which is currently under construction.
2.Transition to a paperless organization by shifting from paper-based systems to electronic document storage, reducing paper consumption and minimizing environmental impacts associated with paper production, ink usage for printing, and document disposal.
3.Utilize online systems for managing HR processes, such as: Pay slips Leave notifications Online surveys, etc.
4.Promote eco-friendly transportation by encouraging employees to use public transport, electric vehicles, or work from home to reduce energy consumption in commuting. 5.Waste and waste disposal management: Encourage employees and customers to use recyclable materials and reduce the generation of waste that produces methane when sent to landfills.
6.Develop environmentally friendly products and services aimed at reducing greenhouse gas emissions.
7.Foster stakeholder participation in reducing greenhouse gas emissions according to the 3Rs strategy to lower overall emissions.

Information on setting greenhouse gas emission goals

Setting greenhouse gas emission goals

Does the company set greenhouse gas management	:	Yes

goals

Company's existing targets : Setting other greenhouse gas reduction targets

Setting other greenhouse gas reduction targets

Details of setting other greenhouse gas reduction targets

Greenhouse gas emission scope	Base year(s)	Short-term target year	Long-term target year
Scope 1-3	2021 : Greenhouse gas emissions 0.35 tCO_2e	2024 : Reduced by 0.1% in comparison to the base year	2028 : Reduced by 0.1% in comparison to the base year

Information on performance and outcomes of greenhouse gas management

Performance and outcomes of greenhouse gas management

Performance and outcomes of greenhouse gas management : Yes

Greenhouse Gas Reduction Management

Climate change, driven by greenhouse gas emissions, is a major factor contributing to global warming. Recognizing the significance of this issue, the company is committed to reducing its carbon footprint and actively collaborating with stakeholders to minimize emissions as much as possible.

On February 22, 2024, the Board of Directors approved a revision of the company's Corporate Social and Environmental Responsibility Policy concerning greenhouse gas emissions (Carbon Footprint). This policy aims to promote sustainability across all levels of the organization while upholding social, community, and stakeholder responsibility.

In 2021, the company prepared its first Carbon Footprint Assessment Report to serve as the baseline data. This was based on data collected over a one-year period from January 1 to December 31. Bureau Veritas Certification (Thailand) Co., Ltd. was the auditor, which is a legal entity that is registered in the external assessment system for carbon footprint certification of greenhouse gas management (public organization). In 2024, the board approved the target to reduce greenhouse gas emissions by 1% from the baseline year, with 2021 set as the baseline. The report on the emission and absorption of greenhouse gases from January 1 to December 31, 2024, follows ISO 14064-1 standards and includes the details as follows:

The total emissions (Category 1 and 2) amounted to 152 tons of CO2e, while the total emissions (Category 1 to 6) reached 245 tons of CO2e, which is higher than the base year. In 2024, the company generated higher revenue compared to the base year but experienced a decline from 2023. As a result, the Carbon Intensity (Scope 1+2) increased by 20.81%, and the Carbon Intensity (Scope 1-6) rose by 25.92%.

A summary of the 2024 greenhouse gas emission and absorption report compared to the baseline year 2021 shows that direct emissions from vehicle fuel usage increased by 8 tons of CO2e. Indirect emissions from electricity usage rose

by 47 tons of CO_2e. As a result, the overall greenhouse gas emissions of the organization in 2024, compared to the baseline year 2021, increased due to higher customer services, leading to increased vehicle fuel usage and electricity consumption. Additionally, indirect greenhouse gas emissions from services such as customer transport, electricity and fuel procurement, waste management, and business-related travel added more emission sources compared to the baseline year, reflecting the increase in organizational activities. Furthermore, in the reporting year, the organization chose to report significant indirect emissions such as electricity and fuel procurement and employee travel, resulting in a 40-ton CO_2e increase in indirect emissions compared to the baseline year, which had a value of 53 tons CO_2e.
As the company operates in the healthcare sector, its business activities have a relatively lower environmental impact compared to industrial manufacturing. However, the company places great emphasis on environmental responsibility and has implemented measures to reduce electricity consumption to lower greenhouse gas emissions. To support this commitment, the company has planned the installation of solar panels (Solar Cells) on the hospital building currently under construction. This initiative is expected to help reduce greenhouse gas emissions effectively.

Information on greenhouse gas management

The company's greenhouse gas emissions

	2022	2023	2024
Total GHG emissions (**Metrics tonne of carbon dioxide equivalents**)	234.00	237.00	245.00
Total greenhouse gas emissions - Scope 1 (Metric tonnes of carbon dioxide equivalent)	15.00	11.00	18.00
Total greenhouse gas emissions - Scope 2 (Metric tonnes of carbon dioxide equivalent)	112.00	130.00	134.00
Total greenhouse gas emissions - Scope 3 (Metric tonnes of carbon dioxide equivalent)	107.00	96.00	93.00

Greenhouse Gas Emissions Intensity

	2022	2023	2024
Intensity ratio of total GHG emissions to total revenues (Metric tonnes of carbon dioxide equivalent / Thousand Baht of total revenues) (*)	0.000274	0.000332	0.000442

	2022	2023	2024
Intensity ratio of total GHG emissions to total number of employees (Metric tonnes of carbon dioxide equivalent / Person)	3.34	2.93	2.66

Additional explanation : *(*) Total revenues and expenses from consolidated financial statement*

Information on verification of the company's greenhouse gas emissions over the past year

Verification of the company's greenhouse gas emissions over the past year

Verification of the company's greenhouse gas emissions : Yes

List of greenhouse gas verifier entity : Other : BUREAU VERTIFICATION (THAILAND) COMPANY LIMITED

Information on reduction and absorption of greenhouse gas

Reduction of Greenhouse Gas

	2022	2023	2024
Total reduced GHG (**Metric tonnes of carbon dioxide equivalent**)	0.00	0.00	0.00

Absorption and removal of Greenhouse Gas

	2022	2023	2024
Total absorbed and removal of GHG (**Metric kilograms of carbon dioxide equivalent**)	N/A	0.00	0.00

ESG Performance

Company Name : Aesthetic Connect Public Company Limited Symbol : TRP

Market : mai Industry Group : Services Sector : SECTOR 0

Human rights

Information on social and human rights policies and guidelines

Social and human rights policy and guidelines

Social and human rights policy and guidelines	:	Yes
Social and human rights guidelines	:	Employee Rights, Child Labor, Consumer/customer rights, Community and environmental rights, Safety and occupational health at work, Non-discrimination, Supplier rights

The company has a policy to support and respect human rights by treating all stakeholders, including employees, the community, and society at large, with respect for human dignity. The company is committed to equality and equal freedom, ensuring no violation of fundamental rights and no discrimination based on race, nationality, religion, language, skin color, gender, age, education, physical condition, or social status. The company also ensures that its business operations are not involved in human rights violations, such as child labor and sexual harassment. Furthermore, the company promotes the monitoring of human rights compliance by providing avenues for public feedback and complaint channels for those affected by human rights violations related to the companys business operations, with appropriate remedial actions.
Details are disclosed in the attached document 5, which includes the Corporate Governance Policy and Business Code of Ethics.

Reference link for social and human rights policy and guidelines	:	https://teerapornclinic.com/wp-content/uploads/2023/11/%E0%B8%88%E0%B8%A3%E0%B8%B4%E0%B8%A2%E0%B8%98%E0%B8%A3%E0%B8%A3%E0%B8%A1%E0%B9%81%E0%B8%A5%E0%B8%B0%E0%B8%88%E0%B8%A3%E0%B8%A3%E0%B8%A2%E0%B8%B2%E0%B8%9A%E0%B8%A3%E0%B8%A3%E0%B8%93%E0%B8%97%E0%B8%B2%E0%B8%87%E0%B8%98%E0%B8%B8%E0%B8%A3%E0%B8%81%E0%B8%B4%E0%B8%88.pdf

Information on review of social and human rights policies, guidelines, and/or goals over the past year

Review of social and human rights policies, guidelines, and/or goals over the past year

Review of social and human rights policies, guidelines, and/or goals over the past year	:	Yes
Changes in social and human rights policies, guidelines, and/or goals	:	Employee Rights, Consumer/customer rights, Community and environmental rights, Safety and occupational health at work, Non-discrimination, Supplier rights

The Board of Directors will ensure that there is a mechanism in place to guarantee the company operates ethically, responsibly towards society and the environment, and does not infringe on the rights of stakeholders. This is intended to provide guidance so that all parts of the organization can achieve the objectives and key goals in a sustainable manner. The company will implement a business code of ethics covering the following aspects:

1. Responsibility to Employees and Workers: The company will adhere to relevant laws and standards, ensuring fair treatment and respect for human rights. This includes determining fair compensation and benefits, providing welfare benefits that meet or exceed legal requirements, ensuring health and safety in the workplace, providing training and development opportunities, and promoting career advancement. The company will also open opportunities for employees to develop additional skills.
2. Responsibility to Customers: The company will comply with relevant laws and standards while prioritizing health, safety, fairness, data protection, and customer satisfaction. This includes offering after-sales services throughout the product or service life, tracking and measuring customer satisfaction to improve products and services, and ensuring that advertising, marketing, and sales promotions are done responsibly without causing misunderstandings or exploiting customers.
3. Responsibility to Partners: The company will have fair procurement processes and contract terms. It will provide knowledge and capacity-building opportunities to help partners meet industry standards, ensuring that partners respect human rights, treat workers fairly, and are responsible toward society and the environment. The company will also monitor and assess its partners to ensure sustainable business practices.
4. Responsibility to the Community: The company will apply its business knowledge and experience to develop projects that tangibly benefit the community. Progress and long-term success will be monitored and evaluated to ensure the benefits to the community.
5. Responsibility to the Environment: The company will prevent, reduce, manage, and ensure that it does not cause negative environmental impacts. This covers the use of raw materials, energy, water, renewable resources, waste management, and greenhouse gas emissions resulting from business operations.
6. Fair Competition: The company will operate in an open, transparent manner and will not engage in unfair competitive practices.
7. Anti-Corruption and Anti-Bribery: The company will comply with relevant laws and standards, and will implement and publicly announce an anti-corruption and anti-bribery policy. The company may consider joining networks focused on combating corruption and will encourage other companies and partners to adopt and publicly announce similar policies and join anti-corruption networks.

Information on compliance with human rights principles and standards

Compliance with human rights principles and standards

Human rights management principles and standards : Thai Labour Standard: Corporate Social Responsibility of Thai Businesses (TLS 8001-2010) by the Ministry of Labour

Information on Human Rights Due Diligence : HRDD

Human Rights Due Diligence : HRDD

Does the company have an HRDD process : No

None

Information on other social management

Plans, performance, and outcomes related to other social management

None

Information on incidents related to legal or social and human rights violations

Number of cases and incidents of significant legal or social and human rights violations

	2022	2023	2024
Total number of cases or incidents of significant legal or social and human rights violations (**cases**)	0	0	0
Total number of cases or incidents leading to significant labor disputes (cases)	0	0	0
Total number of incidents or complaints related to consumer rights violations (cases)	0	0	0
Total number of incidents or complaints related to business partners rights violations (cases)	0	0	0
Total number of cases or incidents leading to disputes with the community/society (cases)	0	0	0
Total number of cases or incidents related to cybersecurity or customer data breaches (cases)	0	0	0
Total number of cases or incidents related to workplace safety and occupational health (cases)	0	0	0

Fair labor practice

Disclosure boundary in fair labor practice in the past years

Boundary type	:	Company
Data disclosure coverage (%)	:	0.00

Information on employees and labor management plan

Employees and labor management plan

The company's employee and labor management plan	:	Yes
Employee and labor management plan implemented by the Company in the past year	:	Fair employee compensation, Employee training and development, Promoting employee relations and participation, Child labor, Safety and occupational health at work

Fair Employee Compensation

The company adheres to human rights principles and complies with employment laws, ensuring fair compensation, training, and care for employees. The company also provides a work environment that is conducive to productivity and well-being. In addition to the legal benefits required by law, such as social security, the company offers extra benefits beyond legal requirements, such as a provident fund, annual health check-ups, and the provision of consumables at the workplace. These measures are taken to ensure the welfare and safety of employees, promoting their overall well-being while fostering a positive work environment.

Training and Development

The company also organizes training courses for employees, both internally and externally. Each year, the company sets the training schedule, budget, and identifies employees who need to undergo training. The goal is to enhance employees' work capabilities, safety, and personal knowledge and skills. For example, the company provides basic first aid training to refresh and update employees' knowledge, enabling them to use CPR to assist patients in emergency situations. This ensures employees are well-prepared to handle emergencies and contribute to a safer work environment.

Employee Relations and Engagement

The company fosters a positive attitude, ethics, and teamwork among its employees. It also provides opportunities for employees to express their opinions or file complaints about any unfair practices or misconduct within the company. Furthermore, the company ensures protection for employees who report such matters, maintaining a safe and supportive environment where concerns can be raised without fear of retaliation. This commitment to ethical conduct and transparency helps build trust and integrity within the organization.

The company organizes an annual meeting and a New Year's celebration to encourage all employees to participate. These events provide an opportunity for employees to share their opinions and ideas, helping to align everyone towards achieving the company's common goals. It also fosters a sense of unity and teamwork, allowing employees to engage with one another and contribute to the company's success.

Child Labor

The company has a policy that supports and respects the protection of human rights by treating all stakeholderswhether employees, the community, or society with respect for human dignity. The company ensures equality, freedom, and fairness, and adheres to basic human rights without discrimination on the basis of race, nationality, religion, language, skin color, gender, age, education, physical condition, or social status. The company also ensures that its business activities do not contribute to human rights violations, such as child labor or sexual harassment. Furthermore, the company promotes monitoring and compliance with human rights standards by providing opportunities for feedback and establishing channels for complaints from individuals who have experienced harm due to human rights violations resulting from the companys operations, with appropriate remedial actions taken.

Occupational Safety and Health

The company has fostered a work environment that prioritizes health, safety, and occupational hygiene in the workplace. This includes establishing clear guidelines and practices related to safety and occupational health. The company ensures that all safety protocols are followed, providing employees with the necessary resources and training to work in a secure and healthy environment. Regular assessments and improvements are made to ensure that the workplace remains free of hazards, with a strong focus on maintaining the well-being of all employees. The company is committed to maintaining a safe, health-conscious work environment that supports the overall health and safety of its workforce.

Information on setting employee and labor management goals

Setting employee and labor management goals

Does the company set employee and labor management goals? : Yes

Details of setting goals for employee and labor management

Target(s)	Indicator(s)	Base year(s)	Target year(s)
• Fair employee compensation • Migrant/foreign labor • Child labor	-	2023: -	2025: -
• Safety and occupational health at work	-	2021: -	2025: -
• Promoting employee relations and participation	-	2021: -	2025: -

Information on performance and outcomes for employee and labor management

Performance and outcomes for employee and labor management

Performance and outcomes for employee and labor management : Yes

Employees and Workers

The company is committed to upholding human rights in its treatment of employees and workers. This includes fair employment practices and compensation, employee training and development, fostering employee engagement, and ensuring satisfaction. The company also prioritizes safety, occupational health, and the work environment to create a healthy, secure space for employees. Furthermore, the company makes efforts to minimize risks related to employee and labor disputes, ensuring competitiveness and attracting talent. These efforts help to build and strengthen employees' commitment to the organization, promoting a positive and sustainable work culture.

The company adheres to human rights principles from the hiring process to the care of its employees and staff, ensuring that all employees feel a sense of belonging and are part of the organization's family. In 2024, the company undertook the following key employee-related activities:

The number of male permanent employees: 23

The number of female permanent employees: 63

The number of disabled employees: 0

Total number of employees: 86

Employee Training

In 2024, the company organized training courses to enhance the skills and capabilities of its employees. The average number of training hours or knowledge development activities per employee was 8 hours per person per year, meeting the target of 8 hours per person per year.

Safety, Occupational Health, and Work Environment

In 2024, the company continued to develop and improve the efficiency of its safety operations to reduce the risks of illness, injury, or death, while also ensuring the proper quality of life for its employees or workers. The key activities undertaken are as follows:

1. Annual health check-ups are conducted.
2. Basic fire safety training and fire drills, including evacuation procedures, are held.
3. Employees are trained in the proper use of medical equipment (as outlined in the new employee orientation program)
4. Basic life-saving training (as included in the new employee orientation program)
5. Training on the use of various codes in the clinic.
6. Systematic training on handling customer complaints.

In 2024, no cases of work-related injuries leading to absenteeism were reported.

Employee Engagement

In 2024, the company developed a plan to enhance employee engagement based on human resource management principles. Recognizing that human resources are at the core of driving the companys operations, the company focuses on hiring skilled and knowledgeable personnel, offering competitive compensation to attract and retain talent, and providing continuous training and development opportunities. The company also ensures career growth opportunities, attentive care, and motivation to create a positive work environment. This approach aims to foster strong employee loyalty and dedication, encouraging them to contribute creatively and efficiently to the company's service delivery, thus meeting customer needs effectively.

In 2024, the voluntary employee turnover rate was 20.93%, showing a decrease of 28% compared to 2023. This indicates that employees recognize and appreciate the career growth opportunities available to them and feel well-supported and cared for by the organization.

Information on employment

Employment

	2022	2023	2024
Total employees (persons)	70	81	92
Male employees (persons)	24	25	27
Percentage of male employees (%)	34.29	30.86	29.35
Female employees (persons)	46	56	65
Percentage of female employees (%)	65.71	69.14	70.65

Number of employees categorized by position

	2022	2023	2024
Total number of employees in operational level (Persons)	57	64	71
Percentage of employees in operational level (%)	81.43	79.01	77.17
Total number of employees in management level (Persons)	7	11	15
Percentage of employees in management level (%)	10.00	13.58	16.30
Total number of employees in executive level (Persons)	6	6	6
Percentage of employees in executive level (%)	8.57	7.41	6.52

Number of male employees categorized by position

	2022	2023	2024

	2022	2023	2024
Total number of male employees in operational level (Persons)	15	16	17
Percentage of male employees in operational level (%)	62.50	64.00	62.96
Total number of male employees in management level (Persons)	5	5	6
Percentage of male employees in management level (%)	20.83	20.00	22.22
Total number of male employees in executive level (Persons)	4	4	4
Percentage of male employees in executive level (%)	16.67	16.00	14.81

Number of female employees categorized by position

	2022	2023	2024
Total number of female employees in operational level (Persons)	42	48	54
Percentage of female employees in operational level (%)	91.30	85.71	83.08
Total number of female employees in management level (Persons)	2	6	9
Percentage of female employees in management level (%)	4.35	10.71	13.85
Total number of female employees in executive level (Persons)	2	2	2
Percentage of female employees in executive level (%)	4.35	3.57	3.08

Significant changes in the number of employees

Significant changes in number of employees over the past 3 Years : Yes

During the years 2022 to 2024, the company expanded its workforce to support business growth and meet the increasing demands of customers, as well as to prepare for future business expansion. In 2023, the company increased its staff (including executives but excluding doctors) by 11 people, which is a 15.71% increase compared to 2022. As of December 31, 2024, the workforce increased by another 11 people, representing a 13.58% increase from 2023. Significant growth occurred in the Marketing and Management departments, which expanded in preparation for the company's business transition from clinics to a hospital.

Employment of workers with disabilities

	2022	2023	2024
Total employment of workers with disabilities (**persons**)	0	0	0
Total number of employees with disabilities (**Persons**)	0	0	0
Total male employees with disabilities (persons)	0	0	0
Total female employees with disabilities (persons)	0	0	0
Percentage of disabled employees to total employees (%)	0.00	0.00	0.00
Total number of workers who are not employees with disabilities (**persons**)	0	0	0
Contributions to empowerment for persons with disabilities fund	No	No	No

Information on compensation of employees

Employee remuneration by gender

	2022	2023	2024
Total employee remuneration (**baht**)	52,645,550.24	53,609,086.74	56,148,748.31

	2022	2023	2024
Total male employee remuneration (baht)	22,843,797.99	22,034,689.57	23,798,678.08
Percentage of remuneration for male employees (%)	43.39	41.10	42.39
Total female employee remuneration (baht)	29,801,752.25	31,574,397.17	32,350,070.23
Percentage of remuneration for female employees (%)	56.61	58.90	57.61
Average of remuneration of employees (Baht/persons)	752,079.29	661,840.57	610,312.48
Average of remuneration for male employees (Baht/persons)	951,824.88	881,387.56	881,432.52
Average of remuneration for female employees (Baht/persons)	647,864.17	563,828.52	497,693.38
Rate of average of remuneration between female employees and male employees	0.68	0.64	0.56

Employee remuneration categorized by department over the past year

Department / Line of work / Unit / Business group	Employee remuneration (baht)
-	5,911,727.34
-	28,765,120.33
-	14,465,945.92
-	4,775,727.92
-	1,130,213.76
-	1,100,013.04
Total employee remuneration	56,148,748.31

Information on provident fund management

Provident fund management policy and guidelines

Provident fund management policy and guidelines : Yes

The company intends to promote employee savings as a future security for employees and their families, as well as to encourage employees to develop a sense of loyalty and attachment to the organization. Therefore, the company established a provident fund in accordance with the Provident Fund Act B.E. 2530 (including amendments) as a welfare benefit for employees on January 20, 2023. The company appointed TISCO Asset Management Company Limited to manage the provident fund under the name "TISCO Master Joint Venture Provident Fund," which is registered. The employee contribution rate is between 2% to 5% of wages, and the employer contribution rate is also between 2% to 5% of wages. As of December 31, 2024, a total of 61 employees, or 66.30% of all employees, participated in this provident fund.

Participation in provident fund membership

Details of provident fund participation

Number of employees joining in PVD (persons)

	2022	2023	2024
Number of employees eligible to participate in PVD (persons)	N/A	62	75
Number of employees joining in PVD (persons)	0	53	61
Number of PVD members / Total employees (%)	0.00	65.43	66.30
Number of PVD members / Total eligible employees (%)	N/A	85.48	81.33

Amount of provident fund

	2022	2023	2024
Total amount of provident fund contributed by employer (baht)	0.00	504,168.09	727,111.67

Summary of employee PVD participation over the past year

Company name	Employees participating in PVD (Yes/No)	Total number of employees (persons)	Number of employees eligible to participate in PVD (persons)	Number of employees joining in PVD (persons)	Number of PVD members / Total employees (%)	Number of PVD members / Total eligible employees (%)

Company name	Employees participating in PVD (Yes/No)	Total number of employees (persons)	Number of employees eligible to participate in PVD (persons)	Number of employees joining in PVD (persons)	Number of PVD members / Total employees (%)	Number of PVD members / Total eligible employees (%)
Aesthetic Connect Public Company Limited	Yes	92	75	61	66.30	81.33

Information on employee development

Employee training and development

	2022	2023	2024
Average employee training hours (Hours / Person / Year)	8.00	8.00	8.00
Total amount spent on employee training and development (Baht)	38,403.33	208,403.24	143,220.00
Percentage of training and development expenses to total expenses (%)(*)	0.000075	0.000446	0.000372
Percentage of training and development expenses to total revenue (%)(*)	0.000045	0.000292	0.000258

Additional explanation : (*) Total revenues and expenses from consolidated financial statement

Information on safety, occupational health, and work environment

Number of working hours

	2022	2023	2024
Total number of hours work (Hours)	153,140.00	164,398.00	187,954.00

	2022	2023	2024
Total number of hours worked by employees (Hours)	153,140.00	164,398.00	187,954.00

Statistic of accident and injuries of employees from work

	2022	2023	2024
Total number of lost time injury incidents by employees (Cases)	0	0	0
Total number of employees that lost time injuries for 1 day or more (Persons)	0	0	0
Percentage of employees that lost time injuries for 1 day or more (%)	0.00	0.00	0.00
Total number of employees that fatalities as a result of work-related injury (Persons)	0	0	0
Percentage of employees that fatalities as a result of work-related injury (%)	0.00	0.00	0.00
Lost time injury frequency rate (LTIFR) (Persons / 1 million-manhours)(*)	0.00	0.00	0.00
Lost time injury frequency rate (LTIFR) (Persons / 200,000 manhours)(**)	0.00	0.00	0.00

Additional explanation : *(*) The company with the total number of employees over 100 or more*
(**) The company with the total number of employees less than or equal to 100

Information on promoting employee relations and participation

Employee engagement

	2022	2023	2024
Total number of employee turnover leaving the company voluntarily (persons)	31	25	18

	2022	2023	2024
Total number of male employee turnover leaving the company voluntarily (persons)	15	6	1
Total number of female employee turnover leaving the company voluntarily (persons)	16	19	17
Proportion of voluntary resignations (%)	44.29	30.86	19.57
Percentage of male employee turnover leaving the Company voluntarily (%)	48.39	24.00	5.56
Percentage of female employee turnover leaving the Company voluntarily (%)	51.61	76.00	94.44

	2022	2023	2024
Evaluation result of employee engagement	Yes	Yes	Yes

Employee internal groups

Employee internal groups : Yes

Types of employee internal groups : Welfare committee

Responsibility to customers/ consumers

Information on responsibility to customers/consumers policy

Consumer data privacy and protection policy and guidelines

Consumer data privacy and protection policy and guidelines	:	Yes
Consumer data privacy and protection guidelines	:	Collection of personal data

Responsible sales and marketing policy and guidelines

Responsible sales and marketing policy and guidelines	:	Yes
Responsible sales and marketing guidelines	:	Marketing communications that respect the law, adhere to relevant regulations, and consider consumer rights.
Reference link for responsible sales and marketing policy and guidelines	:	
Page number of the reference link	:	

Policy and guidelines on communicating the impact of products and services to customers / consumers

Policy and guidelines on communicating the impact of products and services to customers / consumers	:	Yes
Policy and guidelines on communicating the impact of products and services to customers / consumers	:	Prohibition of exaggerated, inaccurate, or misleading marketing claims, Appropriate marketing communications through digital channels

Information on customer management plan

Customer management plan

Company's customer management plan	:	Yes
Customer management plan implemented by the company in the past year	:	Responsible production and services for customers, Communication of product and service impacts to customers / consumers, Development of customer satisfaction and customer relationship, Consumer data privacy and protection

The company operates its business with ethics, social responsibility, and environmental awareness, without violating the rights of stakeholders, to guide all parts of the organization toward achieving sustainable objectives and goals. The company has developed a corporate governance policy that covers responsibilities towards customers, ensuring compliance with relevant laws and standards. It also takes into account health, safety, fairness, customer data protection, after-sales service throughout the product and service lifecycle, and the measurement of customer satisfaction to improve products and services. Furthermore, advertising, public relations, and promotional activities must be conducted responsibly, without misleading customers or exploiting any misunderstandings.

Reference link for company's customer management plan : https://teerapornclinic.com/wp-content/uploads/2023/11/%E0%B8%99%E0%B9%82%E0%B8%A2%E0%B8%9A%E0%B8%B2%E0%B8%A2%E0%B9%80%E0%B8%81%E0%B8%B5%E0%B9%88%E0%B8%A2%E0%B8%A7%E0%B8%81%E0%B8%B1%E0%B8%9A%E0%B8%81%E0%B8%B2%E0%B8%A3%E0%B8%81%E0%B8%B3%E0%B8%81%E0%B8%B1%E0%B8%9A%E0%B8%94%E0%B8%B9%E0%B9%81%E0%B8%A5%E0%B8%81%E0%B8%B4%E0%B8%88%E0%B8%81%E0%B8%B2%E0%B8%A3%E0%B8%97%E0%B8%B5%E0%B9%88%E0%B8%94%E0%B8%B5-5.pdf

Information on setting customer management goals

Setting customer management goals

Does the company set customer management goals : Yes

Details of setting customer management goals

Target(s)	Indicator(s)	Base year(s)	Target year(s)
• Development of customer satisfaction and customer relationship	-	2023: -	2024: -

Information on performance and results of customer management

Performance and outcomes of customer management

Performance and outcomes of customer management : Yes

The company continuously improves its services to meet customer satisfaction with responsibility, honesty, and ethical standards. In 2024, the company received a high level of customer satisfaction, and there were no significant customer complaints reported.

Customer satisfaction

	2022	2023	2024
Evaluation results of customer satisfaction	Yes	Yes	Yes

Channels for receiving complaints from customers/consumers

Companys channels for receiving complaints from customers/consumers	:	Yes
Telephone	:	-
Fax	:	-
Email	:	whistleblower@teerapornclinic.com
Companys website	:	www.teerapornclinic.com
Address	:	Aesthetic Connect Public Co.,Ltd. 2 Charoen Nakhon Rd, Khlong San, Bangkok 10600

Responsibility to community/ society

Information on community development and engagement policies

Community development and engagement policies

Community development and engagement policies	:	Yes

Information on community and social management plan

Community and social management plan

Company's community and social management plan	:	Yes
Community and social management plan implemented by the company over the past year	:	Employment and professional skill development, Education, Disadvantaged and vulnerable groups, Reducing inequality

The company operates its business with a strong sense of corporate social responsibility (CSR), adhering to ethical principles to ensure fairness for all stakeholders involved. The company also applies good governance practices as a framework to maintain balance in its operations across economic, community, social, and environmental aspects, ultimately leading to the sustainable development and success of the business.

The company recognizes its responsibility to the community and society, aiming to strengthen the community and genuinely give back to society. It supports social welfare activities, improves the quality of life for people in the community, and promotes volunteerism related to community and social development on an ongoing basis. The company also fosters a sense of responsibility toward the community, society, and the environment among employees at all levels.

Information on setting of community and social management goals

Setting of community and social management goals

Does the company set community and social management goals	:	Yes

Details of community and social management goal setting

Target(s)	Indicators(s)	Base year(s)	Target year(s)

Target(s)	Indicators(s)	Base year(s)	Target year(s)
• Employment and professional skill development • Education • Religion and culture • Forests and natural resources • Occupational health, safety, health, and quality of life • Disadvantaged and vulnerable groups • Reducing inequality	-	2023: -	2024: -

Information on outcomes and results of community and social management

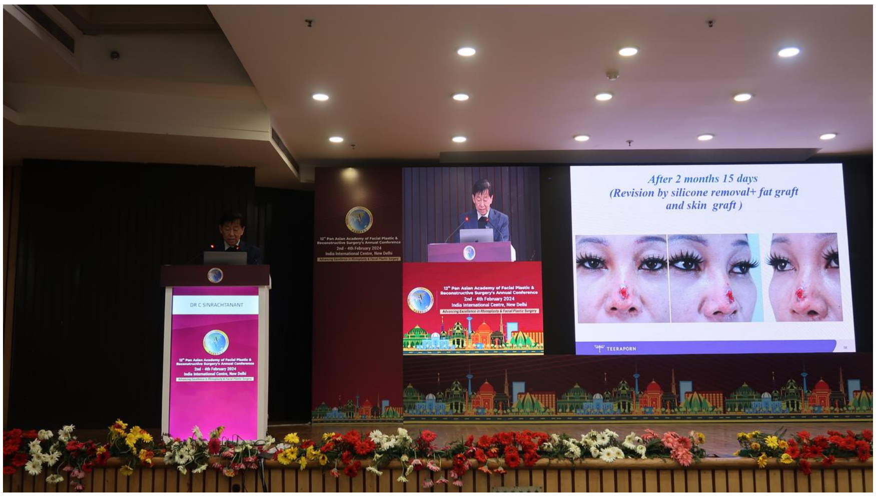
Performance and outcomes of community and social management

Performance and outcomes of community and social management : Yes

The company recognizes its responsibility to the community and society in order to strengthen the community and truly give back to society. The company supports social welfare activities, improves the quality of life for people in the community, and promotes volunteerism related to community and social development on an ongoing basis. The company also fosters a sense of responsibility toward the community, society, and the environment among employees at all levels. In 2024, the following activities were conducted:

1. The company sent a team of doctors to give a lecture at the 12th PAAFPRS (Pan Asia Academy of Facial Plastic and Reconstructive Surgery) international medical conference from February 2nd to 4th, 2024, in India, to exchange knowledge with facial plastic surgeons from around the world.
2. The company organized a fundraising activity to donate money for the floor tile fund at Wat Nirathphimaram, Udon Thani.
3. The company donated a scholarship of 100,000 Baht to the Faculty of Dentistry, Mahidol University, which was received by Professor Dr. Sirichai Kiatthaworncharoen, Dean of the Faculty of Dentistry, Mahidol University.
4. The company, led by Assistant Professor Dr. Chonthit Sinratthanan and Dr. Chaiyos Denariyasakul, along with staff, humbly donated whiteboards for teaching management and refreshments to the monks and novices at Wat Moli Lokayaram Rajwarawihan. The donation was kindly accepted by the abbot.
5. The company organized the "Theeraporn Pan Namjai Tem Suk" project, an ongoing social project that the company has been doing every year. This project aims to provide care and responsibility for the community and surrounding area by donating essential goods and consumables to residents in the Klongsan district, in cooperation with the Klongsan District Office. The company also emphasizes the continuous care and promotion of Buddhism on various occasions.
6. The company organized a donation of essential items to the "Sanrak Village Kindergarten Foundation."

Diagram of performance and outcomes in community and social management




TEERAPORN
TEERAPORN
บริษัท เอสเตติก คอนเนค จำกัด (มหาชน)
สนับสนุนทุนการศึกษา
มูลนิธิคณะทันตแพทยศาสตร์มหิดล
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สำนักงานเขตคลองสาน
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Benefit from implementing social development project

Financial benefits

Does the company measure the financial benefits from social development?	:	No

Non-financial benefits

Does the company measure the non-financial benefits from social development?	:	No

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Corporate Governance Policy

Information on overview of the policy and guidelines

Corporate governance policy and guidelines

Corporate governance policy and guidelines : Yes

Corporate Governance Policy

Aesthetic Connect Public Company Limited (the Company) recognizes the importance of good corporate governance as a key factor in enhancing operational efficiency and achieving sustainable growth. This, in turn, benefits all stakeholders, including employees, investors, shareholders, and other relevant parties. Therefore, the Board of Directors has deemed it appropriate to establish and implement a Good Corporate Governance Policy. This policy encompasses key principles, including the structure, roles, duties, and responsibilities of the Board of Directors, as well as the principles of transparent, clear, and accountable management by executives. These guidelines help ensure that all company operations are conducted fairly, ethically, and with due consideration for the best interests of shareholders and stakeholders. By adhering to good corporate governance principles, the Company aims to build trust among shareholders and stakeholders, create sustainable value, and align with the expectations of businesses, investors, capital markets, and society as a whole. The Company also commits to reviewing and updating its corporate governance principles annually to ensure they remain appropriate in light of business operations, environmental factors, evolving circumstances, and legal requirements. The Board of Directors is committed to implementing good corporate governance principles based on the following eight key practices:

1.Roles and Responsibilities of the Board of Directors .
2.Company Objectives and Key Goals.
3.Enhancing Board Effectiveness
4.Recruitment and Development of Senior Executives and Workforce Management.
5.Encouraging Innovation and Responsible Business Practices.
6.Ensuring Effective Risk Management and Internal Control Systems.
7.Maintaining Financial Integrity and Disclosure Transparency.
8.Encouraging Shareholder Participation and Communication

Principle 1: Roles and Responsibilities of the Board of Directors Principle

1.1 The Board of Directors shall understand its role and recognize its responsibility as a leadership body overseeing effective corporate management, which includes:

1. Defining the Company's objectives and goals.
2. Establishing strategies, operational policies, and allocating key resources to achieve the Company's objectives and goals.
3. Monitoring, evaluating, and overseeing the reporting of the Company's performance.

Principle 1.2 The Board of Directors shall oversee the Company to achieve good corporate governance outcomes (governance outcomes), which include at least the following:

1. Competitiveness and Strong Performance Ensuring sustainable long-term growth while considering long-term impacts.
2. Ethical and Responsible Business Conduct Operating with integrity, respecting rights, and being accountable to shareholders and stakeholders.

3. Social and Environmental Responsibility Contributing positively to society and minimizing negative environmental impacts.

4. Adaptability to Change Ensuring the Company's ability to respond effectively to changing circumstances. To achieve these governance outcomes, the Board of Directors shall adhere to the following guiding practices:

1.2.1 Ethical and Sustainable Considerations The Board shall prioritize ethical business conduct and consider the social and environmental impact of the Companys operations, beyond financial performance.

1.2.2 Leadership by Example The Board shall act as role models in corporate governance, fostering a strong ethical corporate culture.

1.2.3 Policy Implementation The Board shall establish clear policies for directors, executives, and employees that outline principles and guidelines for business conduct, such as a formal Code of Business Ethics.

1.2.4 Communication and Oversight The Board shall ensure effective communication so that all directors, executives, and employees understand the governance policies. Additionally, the Board shall implement sufficient mechanisms to facilitate policy adherence, monitor compliance, and regularly review governance policies and practices.

Principle 1.3 The Board of Directors shall ensure that all directors and executives perform their duties with responsibility and due care (duty of care) and uphold honesty and loyalty to the organization (duty of loyalty). Additionally, the Board shall ensure that the Company's operations comply with laws, regulations, shareholder resolutions, as well as established policies and guidelines. The Board shall also oversee the approval process for significant corporate matters, including: Investments Transactions with material impact on the Company Related-party transactions Acquisition or disposal of assets Dividend payments Principle

1.4 The Board of Directors shall clearly define its roles, responsibilities, and authority and establish clear delegation of responsibilities to the Chief Executive Officer (CEO) and management. The Board shall also monitor and ensure that the CEO and management perform their duties as delegated.

1.4.1 Governance Charter and Policy The Board shall establish a Board Charter or Corporate Governance Policy, outlining the roles and responsibilities of the Board as a reference for all directors. This charter shall be reviewed at least annually, along with regular reviews of the roles and responsibilities of the Board, CEO, and management to ensure alignment with the Companys strategic direction.

1.4.2 Delegation of Authority The Board shall understand its own responsibilities and formally delegate managerial authority to the management team in writing. However, such delegation does not absolve the Board of its oversight duties. The Board shall monitor and ensure that management performs its assigned duties effectively. The roles and responsibilities of the Board, CEO, and management can be categorized as follows: Matters the Board Should Oversee These are matters where the Board has primary responsibility for ensuring proper execution. The Board may delegate these matters to management for proposal and review. Such matters include: Defining corporate objectives and key business goals. Establishing an ethical corporate culture and leading by example. Ensuring an effective Board structure and operations to achieve the Companys objectives and goals. Selecting, developing, determining compensation, and evaluating the CEO. Establishing an incentive-based compensation structure that aligns employee performance with the Companys objectives and key goals. Matters for Joint Consideration with Management These are matters that require joint review and decision-making by the Board, CEO, and management. Management shall propose these matters to the Board for approval, ensuring alignment with the Company's objectives and goals. The Board shall monitor implementation and require periodic reporting from management. Such matters include: Formulating and reviewing strategies, goals, and annual plans. Ensuring an adequate and effective risk management and internal control system. Defining operational authority levels in line with management responsibilities. Determining resource allocation frameworks, including human resource policies, IT policies, and budget planning. Monitoring and evaluating corporate performance. Ensuring the reliability of financial and non-financial disclosures. Matters the Board Should Not Directly Handle These are matters where the Board should focus on policy-level oversight and delegate primary execution responsibility to the CEO and management. Such matters include: Executing strategies, policies, and plans as approved by the Board. The Board should allow management to handle operational decision-making, procurement, hiring, etc., within the approved policy framework without unnecessary interference-except in exceptional circumstances. Matters restricted by regulations, such as approving transactions where a director has a conflict of interest.

Principle 2: Defining Corporate Objectives and Goals for Sustainability The Board of Directors shall establish and ensure that the companys objectives and key goals align with sustainability principles, creating value for the company, customers, stakeholders, and society as a whole.

Principle 2.1 The board will define or ensure that the company's main objectives and goals are aligned with sustainability. These objectives and goals should create value for the company, customers, stakeholders, and society as a whole.

2.1.1 The board is responsible for ensuring that the company has clear and appropriate objectives or goals that can serve as the main concept in determining the business model. The board will also ensure that these objectives are communicated so that everyone in the organization works toward the same direction, through the creation of a vision and shared values, or objectives and principles, or other similar frameworks.

2.1.2 To achieve corporate objectives, the Board shall establish a business model that generates value for the company, stakeholders, and society by considering the following factors:

1. Market Environment & Technological Advancements: Adaptability to changes and the appropriate use of technology.
2. Customer & Stakeholder Needs: Addressing expectations and delivering value.
3. Companys Strengths & Competitive Advantage: Leveraging core expertise and competitive positioning.
4. Corporate Purpose: Ensuring alignment with the companys founding principles.
5. Key Customer Segments: Defining target audiences and market focus.
6. Value Proposition: Balancing profitability with value creation for both the company and its customers.
7. Long-Term Viability: Ensuring sustainability through risk and opportunity management.

2.1.3 The board will promote the organization's values in corporate governance, such as accountability, integrity, transparency, and due consideration of social and environmental responsibilities.

2.1.4 The board will promote communication and strengthen the reflection of the organization's objectives and main goals in the decision-making and operations of personnel at all levels, so that they become an integral part of the corporate culture Principle

2.2 The Board of Directors shall ensure that the companys objectives, key goals, and medium-term strategies (typically 3-5 years) are in line with achieving the companys long-term goals, incorporating appropriate and secure technology usage.

2.2.1 The Board shall oversee the formulation of the companys strategies and annual plans, ensuring that they align with the companys main objectives and goals. This process must consider the current environmental factors, opportunities, and acceptable risks. The Board shall also encourage the creation or revision of objectives, goals, and strategies for the medium-term period (3-5 years) to ensure that the annual strategies take into account long-term impacts and are reasonably forecasted.

2.2.2 In setting strategies and annual plans, the Board will ensure a thorough analysis of the environment, factors, and risks that could affect stakeholders throughout the value chain. This will involve clear mechanisms to understand stakeholder needs, including:

1. Engagement Methods: Clear communication channels between stakeholders and the company to ensure the accurate and timely receipt of information about the needs or issues raised by various stakeholders.
2. Identifying Stakeholders: Recognition of both internal and external stakeholderssuch as employees, investors, customers, partners, communities, government agencies, and regulators.
3. Stakeholder Issues and Expectations: The Board will identify key issues and expectations of stakeholders and prioritize them based on their potential impact on the company and stakeholders. This ensures that critical issues are addressed to create mutual value.

2.2.3 The Board shall ensure that the companys objectives are realistic and aligned with the business environment and the companys capabilities. The Board will set both financial and non-financial goals, taking care to avoid targets that may lead to illegal or unethical conduct.
2.2.4 The Board will oversee the communication of the companys objectives and goals, ensuring that they are clearly conveyed through the companys strategies and annual plans to all levels of the organization.
2.2.5 The Board will ensure that resources are allocated appropriately and that operations are controlled effectively to implement strategies and annual plans. They will also designate responsible individuals to track and evaluate the progress and outcomes of these strategies and plans.

Principle 3: Enhancing the Effectiveness of the Board of Directors Principle
3.1 The board is responsible for defining and reviewing the structure of the board, including the size, composition, and the appropriate proportion of independent directors necessary to guide the organization toward achieving its defined objectives and goals.
3.1.1 The Board must ensure that its composition includes directors with diverse skills, experiences, abilities, and specific qualifications to ensure a well-rounded Board capable of understanding and responding to the needs of stakeholders. Additionally, at least one non-executive director should have experience in the companys primary business or industry sector.
3.1.2 The Board will consider the appropriate number of directors, ensuring that the Board is large enough to carry out its duties effectively but not too large to be inefficient. The number of directors should be no less than 5 and no more than 12.
3.1.3 The Board will ensure a balanced ratio of executive and non-executive directors to maintain appropriate checks and balances, including: Non-Executive Majority: The majority of the Board should be non-executive directors to ensure independence and the ability to provide objective opinions on management's work. Independent Directors: The Board should have independent directors in accordance with the criteria set by the Securities and Exchange Commission (SEC) and the Stock Exchange of Thailand (SET). The Board must also ensure that independent directors can effectively collaborate with the rest of the Board and express independent views.
3.1.4 The board will disclose the policy on the composition of the board with diversity, as well as information about the directors, such as their age, educational background, experience, shareholding proportion, years of service as a director, and directorship in other listed companies, in the annual report and on the company's website.
Principle 3.2 The Board of Directors will select an appropriate individual to serve as Chairman of the Board and ensure that the composition and operations of the Board enable independent decision-making.
3.2.1 The Chairman of the Board must be an independent director.
3.2.2 The Chairman of the Board and the Chief Executive Officer (CEO) have distinct roles and responsibilities. The Board will define the powers and duties of the Chairman and the CEO clearly to prevent any individual from having unchecked power. The company will separate the roles of Chairman and CEO. 3.2.3 The Chairman of the Board plays a leadership role and his responsibilities include the following:
(1) Overseeing, monitoring, and ensuring that the Boards duties are performed efficiently and that the organization achieves its objectives and main goals.
(2) Ensuring that all directors contribute to promoting an ethical corporate culture and good corporate governance.
(3) Determining the agenda for Board meetings in consultation with the Chief Executive Officer, and ensuring that important matters are included in the meeting agenda.
(4) Allocating sufficient time for management to present matters and enough time for directors to discuss key issues thoroughly, while promoting careful judgment and independent opinions from the directors.
(5) Fostering good relationships between executive and non-executive directors, as well as between the Board and management.

3.2.4 The Board will establish a policy to ensure that independent directors serve no longer than 9 consecutive years from the date of their first appointment as an independent director. In the case that an independent director is to be reappointed, the Board will consider the necessity of such reappointment in a reasonable manner.
3.2.5 To ensure that important matters are thoroughly considered, the Board will consider appointing sub-committees to review specific issues, filter information, and propose recommendations for the Boards approval.
3.2.6 The Board will ensure that the roles and responsibilities of the Board and sub-committees are disclosed, including the number of meetings held, the number of meetings attended by each director in the past year, and the performance reports of all sub-committees.
Principle 3.3 The Board will oversee the nomination and selection process of directors to ensure transparency and clarity, aiming to establish a Board with qualifications aligned with the defined composition.
3.3.1 The Board of Directors will establish a Nomination and Remuneration Committee, in which the majority of members, including the chairperson, shall be independent directors.
3.3.2 The Nomination and Remuneration Committee will hold meetings to consider the criteria and procedures for nominating individuals who possess the necessary qualifications to enhance the Boards knowledge and expertise. Additionally, the committee will review the backgrounds of the nominees and provide recommendations to the Board before presenting them to the shareholders' meeting for appointment. The company will also ensure that shareholders receive sufficient information regarding the nominated individuals to support their decision-making.
3.3.3 The Nomination and Remuneration Committee will review the criteria and procedures for director nominations before initiating the selection process. In cases where a current director is being renominated, their past performance will also be taken into consideration.
3.3.4 If the Board appoints an external advisor to assist the Nomination and Remuneration Committee in the nomination and remuneration determination process, information about such an advisor, including their independence and any potential conflicts of interest, should be disclosed in the annual report. Principle
3.4 When proposing the remuneration of the Board of Directors for shareholder approval, the Board will ensure that the structure and compensation levels are appropriate for the responsibilities involved and serve as an incentive for the Board to drive the organization toward achieving both short-term and long-term goals.
3.4.1 The remuneration of directors must align with the company's long-term strategy and objectives, considering factors such as experience, duties, the scope of roles and responsibilities (Accountability and Responsibility), and the expected contributions of each director. Directors assigned additional duties and responsibilities, such as serving on subcommittees, will receive appropriate additional compensation. The remuneration structure should be comparable to industry standards.
3.4.2 Shareholders must approve the structure and rates of director remuneration, both monetary and non-monetary. The Board will ensure that the various forms of compensation are appropriate, including fixed compensation (e.g., retainers, meeting fees) and performance-based compensation (e.g., bonuses, gratuities). Performance-based compensation should be linked to the value the company creates for shareholders but should not be set at excessively high levels that encourage a short-term focus.
3.4.3 The Board will disclose the policies and criteria for determining director remuneration, reflecting each director's duties and responsibilities, as well as the types and amounts of compensation received. The disclosed remuneration amounts will include compensation received by each director for serving on subsidiary boards.
Principle 3.5 The Board of Directors is responsible for ensuring that all directors fulfill their duties and allocate sufficient time for their responsibilities. 3.5.1 The Board shall ensure that there are mechanisms in place to support directors in understanding their roles and responsibilities.
3.5.2 The Board shall establish criteria for directors holding positions in other companies, considering the efficiency of directors serving multiple organizations. This is to ensure that directors can dedicate sufficient time to their duties within the company. The Board will set an appropriate limit on the number of listed companies in which a director may hold a position, not exceeding five (5) listed companies in total.

3.5.3 The Board shall implement a reporting system for directors positions in other companies and ensure that such information is disclosed.
3.5.4 In cases where a director holds a position as a director or executive, or has a direct or indirect interest in another business that conflicts with the companys interests, or could exploit company opportunities or information for personal gain, the Board must ensure that the company has adequate preventive measures and appropriately discloses such information to shareholders.
3.5.5 Each director must attend at least 75% of the total Board meetings held during the year, except in cases of necessity.
Principle 3.6 The Board of Directors is responsible for ensuring that an appropriate framework and mechanisms are in place to oversee the policies and operations of subsidiaries (if any) and other significant investments. This oversight should be tailored to each entity and ensure a shared understanding between the company, its subsidiaries, and its investee businesses.
3.6.1 The Board shall establish a governance policy for subsidiaries (if any), which includes:
1. Appointment of Directors and Key Executives o Defining the level of authority for appointing directors, executives, or key controlling persons in subsidiaries in writing. The Board should be responsible for these appointments, except in the case of small operating arms of the company, where the Board may delegate this authority to the Chief Executive Officer (CEO).
2. Roles and Responsibilities of Company Representatives o Defining the scope of responsibilities for representatives appointed by the company to subsidiaries. These representatives must ensure compliance with subsidiary policies. o If the subsidiary has other investors, the Board shall establish policies requiring representatives to act in the best interests of the subsidiary while aligning with the parent companys policies.
3. Internal Control System o Ensuring that subsidiaries implement a robust and appropriate internal control system and that all transactions comply with legal and regulatory requirements.
4. Disclosure Requirements o Overseeing the disclosure of financial position and performance, related-party transactions, asset acquisitions or disposals, significant transactions, capital increases or reductions, and the dissolution of subsidiaries.
3.6.2 For significant investments in other entities, such as those where the company holds 20% to 50% of the voting rights and where the investment amount or potential additional investment is material to the company, the Board shall: Ensure the establishment of a Shareholders Agreement or other agreements as necessary. Define clear management authority and participation in key decision-making processes. Monitor the performance of such investments to ensure timely and accurate financial reporting in accordance with accounting standards and regulatory timelines.
Principle 3.7 The Board of Directors shall conduct performance evaluations of both the Board as a whole and individual directors. The purpose is to review achievements, identify challenges, and use the assessment results to improve and enhance performance in various areas.
3.7.1 The board and its subcommittees will evaluate performance at least once a year, allowing the board to collectively assess performance and identify issues for improvement. Clear criteria will be set for benchmarking the performance results.
3.7.2 The performance evaluation will be conducted both at the board and individual levels, and will include at least self-evaluation or cross-evaluation methods. The criteria, procedures, and overall results of the evaluation will be disclosed in the annual report.
3.7.3 The board may consider engaging an external consultant to assist in defining the evaluation framework and suggesting areas for the board's performance assessment at least every three years. This process will be disclosed in the annual report.
3.7.4 The results of the board's evaluation should be used as a basis for considering the appropriateness of the boards composition.

Principle 3.8 3 The board shall ensure that the board members, as well as individual directors, understand their roles and responsibilities, the nature of the business, and the laws related to the business operation. Additionally, the board will support continuous development of the directors' skills and knowledge required for performing their duties effectively.
3.8.1 The board will ensure that newly appointed directors are provided with an orientation and useful information for performing their duties, including an understanding of the companys objectives, main goals, vision, mission, corporate values, as well as the nature of the business and operational strategies of the company.
3.8.2 The board will ensure that directors receive ongoing training and development to enhance their necessary knowledge.
3.8.3 The board will ensure understanding of the laws, regulations, standards, risks, and environment related to the business operations and will receive up-to-date information regularly.
3.8.4 The board will disclose the information regarding the ongoing training and development of the directors in the annual report.
Principle 3.9 The board will ensure that its operations are conducted smoothly, with access to necessary information, and that the company secretary possesses the required knowledge and experience to support the boards activities effectively.
3.9.1 The board will establish a meeting schedule and agenda in advance to allow directors to allocate time and attend meetings.
3.9.2 The number of board meetings will be considered appropriate to the board's duties and responsibilities, as well as the nature of the company's operations, but not less than 4 times per year. If the board does not meet every month, the board should ensure that management reports on the operations in the months when no meetings are held, so the board can continuously monitor and supervise managements performance.
3.9.3 The board will ensure that there is a mechanism allowing each director, including management, the independence to propose matters beneficial to the company to be included in the meeting agenda.
3.9.4 Meeting documents will be provided to directors in advance, no less than 7 days before the meeting, unless in urgent situations where the company's rights or interests are at risk. In such cases, the meeting notice can be sent by other means, and the meeting date may be set earlier.
3.9.5 The board will support the CEO in inviting senior executives to attend board meetings to provide detailed information on issues directly related to the agenda and to facilitate the boards understanding of senior executives for succession planning purposes.
3.9.6 The board will have access to necessary additional information from the CEO, company secretary, or other designated executives within the framework of established policies. If necessary, the board may arrange for independent opinions from consultants or external professionals, with the costs borne by the company.
3.9.7 The board may consider setting a policy to allow non-executive directors the opportunity to meet independently, as needed, to discuss issues concerning management that are of interest, without management's participation. The CEO should be informed of the outcomes of these meetings.
3.9.8 The board will define the qualifications and experience of the company secretary who will provide legal advice and ensure the management of board meeting documents, important documents, and board activities, as well as ensure compliance with board resolutions. Additionally, the board will disclose the qualifications and experience of the company secretary in the annual report and on the companys website.
3.9.9 The company secretary will receive continuous training and development to improve their knowledge and capabilities. If there is a certified program, the company secretary will participate in such training.

Principle 4: Recruitment and Development of Senior Executives and Workforce Management
Principle 4.1 The board will ensure that the recruitment and development of the CEO and senior executives are conducted to ensure they have the necessary knowledge, skills, experience, and characteristics to drive the organization towards its goals.

4.1.1 The board will consider or delegate to the Nomination and Remuneration Committee to establish criteria and methods for recruiting qualified individuals for the position of CEO.
4.1.2 The board will oversee and ensure that the CEO manages the recruitment of suitable senior executives. At least the board or the Nomination and Remuneration Committee will work with the CEO to establish criteria and methods for recruiting and appointing individuals, approving the individuals proposed by the CEO for senior executive roles.
4.1.3 To ensure the continuity of business operations, the board will oversee the establishment of a Succession Plan for preparing the succession of the CEO and senior executives.
4.1.4 The board will promote and support the CEO and senior executives in receiving training and development to enhance their knowledge and experience, which will be beneficial for their work performance.
4.1.5 The board will establish clear policies and procedures for the CEO and senior executives regarding holding directorship positions at other companies, including the types of directorship positions and the number of companies where they may hold such positions.
Principle 4.2 The Board, upon the recommendation of the Nomination and Remuneration Committee, ensures that a suitable compensation structure and performance evaluation system are established.
4.2.1 Compensation Structure for Management and Employees The Board, upon the recommendation of the executive committee, will establish a compensation structure that incentivizes executives and employees at all levels to align their work with the organization's objectives and long-term goals, ensuring it is in the best interest of the company.
4.2.2 Performance Evaluation and Compensation Approval The Board will approve the criteria and factors for performance evaluation, as well as the compensation structure for senior executives. The Board will also ensure that the CEO evaluates the senior executives in line with these criteria and guidelines.
4.2.3 Performance Evaluation Criteria for the Organization The Board should oversee the establishment of criteria and factors for evaluating the performance of the entire organization to ensure that the compensation structure and performance assessments are aligned with the company's overall goals.
Principle 4.3 The Board should understand the shareholder structure and relationships that could potentially impact the management and operations of the company.
4.3.1 Understanding Shareholder Structure The Board should understand the shareholder structure and relationships, which may include internal family business agreements (whether written or not), shareholder agreements, or policies from the parent company that influence control over the company's management.
4.3.2 Ensuring Agreements Do Not Hinder Governance The Board should ensure that any agreements mentioned in 4.3.1 do not hinder the performance of its duties, such as ensuring the proper succession planning and the appointment of suitable candidates to key positions.
4.3.3 Disclosure of Relevant Agreements The Board should ensure the disclosure of any agreements or arrangements that impact the control of the company, ensuring transparency in the governance process.
Principle 4.4 The Board should oversee the management and development of human resources to ensure employees possess the appropriate knowledge, skills, experience, and motivation.
4.4.1 Aligning Human Resource Management with Organizational Strategy The Board should ensure that human resource management is aligned with the organizations direction and strategy. Employees at all levels should have the appropriate knowledge, skills, and motivation and should be treated fairly to retain the organization's talented personnel.
4.4.2 Establishing Retirement Funds and Financial Literacy The Board should ensure the establishment of retirement savings funds or other mechanisms to help employees save adequately for retirement. Additionally, the Board should promote financial literacy among employees, helping them understand how to manage their finances and choose investment policies that align with their age and risk preferences.

Principle 5: Conducting Business Responsibly
Principle 5.1 The Board places importance on, and supports, activities that generate value for the business while also benefiting customers or stakeholders, and ensuring responsibility towards society and the environment.

5.1.1 Cultivating Corporate Culture and Strategic Integration The Board should prioritize fostering a strong corporate culture and ensure that management integrates this culture into their strategy review, business planning, operational improvements, and performance monitoring processes.
5.1.2 Promoting Value-Adding Activities in a Changing Environment The Board should encourage actions that enhance the companys value, considering the constantly changing external factors. This includes developing business models, innovative product and service designs, research, improvements in production processes, and cooperation with partners. Such activities should aim to create mutual benefits for the company, customers, partners, society, and the environment. The Board should ensure that these actions do not support inappropriate behavior, illegal activities, or unethical practices.
Principle 5.2 The Board will ensure that management conducts business responsibly towards society and the environment, reflecting this in the operational plan to ensure alignment with the companys objectives, core goals, and strategies.
5.2.1 Ethical and Social Responsibility in Operations The Board will establish mechanisms to ensure that the company operates ethically, with responsibility towards society and the environment, while respecting stakeholders rights. This will be guided by a business code of ethics covering the following areas:

1. Employee and Labor Responsibility The company will ensure compliance with relevant laws and standards, treating employees and workers fairly while respecting human rights. This includes fair compensation, benefits, health and safety measures, training, and career development opportunities.
2. Customer Responsibility The company will ensure that all actions are in line with relevant laws and standards, safeguarding customer health, safety, fairness, and the protection of customer data. Customer satisfaction will be monitored to improve products and services, and advertising and promotional activities will be conducted responsibly without misleading or taking advantage of customers.
3. Partner Responsibility The company will establish fair procurement and contracting processes, supporting partners in enhancing their capabilities to meet standards. The company will also ensure that partners respect human rights, treat their workers fairly, and adhere to social and environmental responsibilities. Performance monitoring and evaluations will foster long-term, sustainable partnerships.
4. Community Responsibility The company will leverage its business knowledge and experience to create tangible projects that benefit communities. It will also monitor and evaluate the success and progress of such initiatives in the long term.
5. Environmental Responsibility The company will ensure that its operations minimize negative environmental impacts, including the responsible use of raw materials, energy, water, and renewable resources, along with waste management and greenhouse gas emission control.
6. Fair Competition The company will conduct business transparently, ensuring fair competition and avoiding unfair competitive advantages.
7. Anti-Corruption and Anti-Bribery The company will follow legal standards and implement a publicly declared anti-corruption policy. It may also participate in anti-corruption networks and encourage other companies and partners to adopt similar policies and join such networks.

Principle 5.3 The Board will ensure that management allocates and manages resources effectively and efficiently to achieve the companys objectives and core goals sustainably.
5.3.1 Awareness of Resource Needs The Board recognizes the importance of resource requirements and acknowledges that the use of different types of resources can have interdependent effects on one another.
5.3.2 Consideration of Business Model Impact The Board understands that different business models may have varying impacts on resources. Therefore, when selecting a business model, the Board will carefully consider the effects and cost-effectiveness of each model, ensuring that decisions are made based on ethical considerations, responsibility, and long-term value creation for the company.
5.3.3 Ensuring Efficient Resource Utilization The Board will ensure that management continuously reviews, develops, and oversees resource use in an efficient and effective manner. This will be done while considering both internal and

external factors that may impact the companys ability to achieve its objectives and goals. The company must focus on the following four key resource categories:

1. Financial Capital
2. Human Capital
3. Social and Relationship Capital
4. Natural Capital

Principle 5.4 The Board will ensure the establishment of a comprehensive IT governance and management framework that aligns with the companys needs. This will include leveraging information technology to create business opportunities, enhance operations, and manage risks to ensure the company achieves its objectives and core goals.

5.4.1 IT Resource Allocation and Management Policy The Board will establish policies regarding the allocation and management of IT resources. These policies will cover the adequacy of resources for business operations and will outline procedures to address situations where resources are insufficient.

5.4.2 IT Risk Management The Board will ensure that the companys enterprise risk management framework includes strategies for managing IT-related risks. This ensures that risks associated with information technology are mitigated alongside other operational risks.

5.4.3 IT Security and Risk Management Measures The Board will establish policies and measures to safeguard the security of information systems. The framework will include:

1. Compliance with Legal and Regulatory Standards: The company will comply with all relevant laws, regulations, and standards related to the use of information technology.
2. Data Security and Confidentiality: The company will implement a system to protect data confidentiality, integrity, and availability. This includes measures to prevent unauthorized use or alterations of information.
3. IT Risk Management Procedures: The company will assess IT-related risks and implement risk management measures, such as: o Business continuity management o Incident management o Asset management for information technology
4. IT Resource Allocation and Prioritization: The company will determine criteria and factors for prioritizing IT projects, considering their alignment with the strategic plan, business impact, urgency, budget, human resources, and business model compatibility.

Principle 6: Risk Management and Internal Control System

Principle 6.1 The Board is responsible for ensuring that the company has an effective risk management and internal control system in place to achieve its objectives efficiently and in compliance with applicable laws and standards.

6.1.1 The Board of Directors will understand the company's significant risks and approve the acceptable risk levels.

6.1.2 The Board of Directors will review and approve a risk management policy that aligns with the company's objectives, goals, strategies, and acceptable risk levels, providing a framework for risk management processes throughout the organization. The Board will prioritize early warning signals and ensure the regular review of the risk management policy.

6.1.3 The Board of Directors will ensure that the company identifies risks by considering both external and internal factors that may prevent the company from achieving its established objectives. The key risks that the Board will focus on may include strategic risk, operational risk, financial risk, and compliance risk.

6.1.4 The Board of Directors will ensure that the company assesses the impact and opportunities of identified risks to prioritize them and have appropriate risk management measures in place.

6.1.5 The Board of Directors may delegate the review of sections 6.1.16.1.4 to the Audit Committee or the Risk Management Working Group before presenting it to the Board for consideration.

6.1.6 The Board of Directors will regularly monitor and assess the effectiveness of risk management.

6.1.7 The Board of Directors is responsible for ensuring that the company operates in compliance with applicable laws and standards, both domestically and internationally. 6.1.8 If the company has subsidiaries or other significant investments (such as holding between 20% and 50% of voting shares), the Board will incorporate the results of internal control and risk management assessments as part of the review in sections 6.1.16.1.7.
Principle 6.2 The Board will establish an Audit Committee that can perform its duties effectively and independently.
6.2.1 Composition of the Audit Committee The Audit Committee must consist of at least three members, all of whom must be independent directors. They must possess the qualifications and responsibilities as stipulated by the Securities and Exchange Commission (SEC) and the Stock Exchange of Thailand (SET).
6.2.2 Defining Audit Committee Duties The Board will set the duties of the Audit Committee in writing, which will include at least the responsibilities defined in the Audit Committees Charter.
6.2.3 Access to Necessary Information The Board will ensure that the Audit Committee has mechanisms or tools that allow it to access the necessary information for fulfilling its assigned duties. This includes facilitating the Committees ability to invite relevant individuals for information, meeting with auditors, or seeking independent opinions from other professional advisors for the Committee's consideration.
6.2.4 Internal Audit Function The Board will ensure that an independent internal audit function is in place, responsible for developing and evaluating the effectiveness of the company's risk management and internal control systems. The internal audit reports will be submitted to the Audit Committee and disclosed in the annual report.
6.2.5 Opinion on Risk Management and Internal Control Systems The Audit Committee is responsible for providing an opinion on the adequacy of the risk management and internal control systems and will disclose this opinion in the annual report.
Principle 6.3 The Board will oversee and manage potential conflicts of interest that may arise between the company, management, the Board of Directors, and shareholders. This includes preventing the inappropriate use of the companys assets, information, opportunities, and transactions with related parties in an improper manner.
6.3.1 Information Security System The Board will ensure the establishment of a data security system, which includes policies and practices for maintaining confidentiality, integrity, and availability of information. The system will also manage information that may impact the price of securities (market-sensitive information). The Board will ensure that directors, senior executives, employees, and external parties, such as legal advisors and financial consultants, comply with these data security systems.
6.3.2 Management and Monitoring of Potential Conflicts of Interest The Board will ensure the management and monitoring of transactions that may involve conflicts of interest. The Board will implement procedures and practices to ensure that such transactions are carried out according to legal requirements and in the best interests of the company and its shareholders. Stakeholders should not participate in decision-making where there is a conflict of interest.
6.3.3 Disclosure of Conflicts of Interest The Board will require directors to disclose any conflict of interest at least prior to the Board meeting agenda being considered. Such disclosures will be documented in the meeting minutes. Directors who have a significant conflict of interest that could impair their independent judgment will be required to refrain from participating in the relevant discussions and decisions during the meeting.
Principle 6.4 Anti-Corruption Policy The Board will oversee the development of a clear anti-corruption policy and practices, ensuring communication at all levels of the organization and to external parties. This aims to ensure the policy is effectively implemented. Additionally, the Board will support activities that encourage and instill compliance with relevant laws and regulations among all employees.
Principle 6.5 Whistleblowing and Reporting Mechanism The Board will ensure the company has a mechanism to handle complaints and conduct investigations when a whistleblower reports a concern.
6.5.1 The Board will ensure that there are mechanisms and processes in place for managing complaints from stakeholders. Multiple accessible channels will be made available for receiving complaints, and these channels will be disclosed on the company website or in the annual report.
6.5.2 The Board will ensure that there is a clear policy and guidelines for handling whistleblowing cases. This includes establishing channels for reporting concerns, such as through the companys email, an independent director, or the

audit committee. A process will be in place to verify the information, take appropriate action, and report the results to the Board.
6.5.3 The Board will ensure the establishment of adequate protection measures for whistleblowers who report concerns in good faith.

Principle 7: Maintaining Financial Credibility and Disclosure
Principle 7.1 The board is responsible for ensuring that the financial reporting system and the disclosure of important information are accurate, sufficient, timely, and in compliance with relevant regulations, standards, and practices.
7.1.1 The board will ensure that personnel involved in preparing and disclosing information have the knowledge, skills, and experience appropriate to their responsibilities and are adequately staffed. This includes senior executives in accounting and finance, accountants, internal auditors, the company secretary, and investor relations personnel. 7.1.2 In approving disclosures, the board will consider relevant factors. For financial reports, the board will consider at least the following factors:
(1) Results of the assessment of the adequacy of the internal control system.
(2) The auditors opinion on the financial report and the auditors comments on the internal control system, including any additional remarks from the auditor through other communication channels (if any).
(3) The opinion of the audit committee.
(4) Consistency with the companys objectives, key goals, strategies, and policies.
7.1.3 The board will ensure that disclosures, including financial statements, the annual report, and Form 56-1, accurately reflect the financial position and performance of the company. Additionally, the board will support the company in preparing a Management Discussion and Analysis (MD&A) to complement the disclosure of quarterly financial statements, helping investors better understand the changes in the companys financial position and performance beyond just the financial figures.
7.1.4 In cases where the disclosure of any information specifically involves a particular director, that director will ensure that their disclosure is complete and accurate, such as information regarding their shareholder group or disclosures related to shareholders agreements of their group.
Principle 7.2 The board will monitor and oversee the adequacy of financial liquidity and the ability to repay debts.
7.2.1 The board will ensure that management monitors and assesses the companys financial condition and reports to the board regularly. The board and management will work together to find a solution quickly if there are signs of liquidity problems or issues with the ability to repay debts.
7.2.2 When approving any transactions or proposing resolutions for shareholder meetings, the board will ensure that such transactions will not affect the continuity of operations, financial liquidity, or the ability to repay debts.
Principle 7.3 In the event that the company faces financial difficulties or is likely to face such issues, the board shall ensure that the company has a plan to resolve the problem or has other mechanisms to address the financial issues, considering the rights of stakeholders.
7.3.1 In cases where the company is likely to be unable to pay its debts or faces financial problems, the board will closely monitor and ensure that the company operates with caution and complies with disclosure requirements.
7.3.2 The board will ensure that the company establishes a financial problem resolution plan, considering fairness to stakeholders, including creditors, and will monitor the resolution process, requiring management to report the status regularly.
7.3.3 The board will ensure that any decision made regarding the resolution of the companys financial problems, regardless of the method, is reasonable and justifiable. Principle 7.4 The board will consider preparing a sustainability report as appropriate.
7.4.1 The board will consider the appropriateness of disclosing information related to legal compliance, adherence to ethics, anti-corruption policies, treatment of employees and stakeholders, including fair practices and respect for

human rights, as well as social and environmental responsibility. This should be done in accordance with reporting frameworks accepted either domestically or internationally. Such information may be disclosed in the annual report or may be published separately, depending on what is appropriate for the company.
7.4.2 The board will ensure that the disclosed information is relevant and reflects practices that contribute to creating sustainable value for the company.
Principle 7.5 The board will oversee the management in establishing a unit or designated person responsible for investor relations to communicate with shareholders and other stakeholders, such as investors and analysts, in an appropriate, equitable, and timely manner.
7.5.1 The board will establish a Communication Policy and a Disclosure Policy to ensure that communication and disclosure to external parties are done appropriately, equally, and timely, using suitable channels, protecting confidential information, and information that could affect stock prices. Additionally, there will be clear communication within the organization to ensure understanding and compliance with these policies.
7.5.2 The board will designate responsible individuals for providing information to external parties, ensuring that these individuals are well-suited for the role, understand the companys business, objectives, core goals, values, and are able to communicate effectively with the capital market.
7.5.3 The board will ensure that management defines the direction and supports investor relations activities, such as establishing guidelines for providing information, policies for using insider information, and clearly defining the duties and responsibilities of the investor relations team, to ensure effective communication and disclosure. Principle 7.6 The board will promote the use of information technology to disseminate information.
7.6.1 In addition to disclosing information as required through the channels of the Stock Exchange of Thailand, the board will consider disclosing information in both Thai and English through other channels, such as the companys website, regularly and presenting up-to-date information. The company will disclose at least the following information on its website:
(1) The companys vision and values.
(2) The nature of the companys business.
(3) The list of the board members and executives.
(4) The financial statements and reports on the financial position and performance, both for the current year and the previous year.
(5) Form 56-1 and the annual report, available for download.
(6) Information or documents presented to analysts, fund managers, or various media.
(7) The structure of direct and indirect shareholding.
(8) The group structure, including subsidiaries, associated companies, joint ventures, and special purpose enterprises/vehicles (SPEs/SPVs).
(9) The list of major shareholders, both direct and indirect, holding 5% or more of the total outstanding shares with voting rights.
(10) The direct and indirect shareholdings of directors, major shareholders, and senior executives.
(11) The invitation to the annual and extraordinary shareholder meetings.
(12) The companys bylaws and memorandum of association.
(13) The companys corporate governance policy, anti-corruption policy, IT security policy, and risk management policy.
(14) The charter or responsibilities, qualifications, and tenure of the board of directors, including matters requiring board approval, the charter or responsibilities, qualifications, and tenure of the audit committee and the nomination and remuneration committee.
(15) Business ethics.
(16) Contact information for the department or person responsible for investor relations or the company secretary, including the name of the contact person, phone number, and email.

Principle 8: Supporting Shareholder Participation and Communication

Principle 8.1 The board will ensure that shareholders are involved in decisions on important matters of the company.
8.1.1 The board will ensure that important matters, both those defined by law and those that may affect the direction of the companys operations, are subject to shareholder consideration and/or approval, with such matters being included in the shareholders meeting agenda.
8.1.2 The board will support shareholder participation, such as:
(1) Establishing criteria that allow minority shareholders to propose additional items for the meeting agenda in advance of the shareholders' meeting. The board will consider including the proposed items in the meeting agenda, and if the board rejects any proposed item, it must inform the shareholders of the reasons for such rejection. (2) Establishing criteria that allow minority shareholders to nominate individuals for board positions. The board will ensure these criteria are disclosed to shareholders in advance.
8.1.3 The board will ensure that the shareholder meeting invitation letter contains accurate, complete, and sufficient information for shareholders to exercise their rights. 8.1.4 The board will ensure that the invitation letter, along with related documents, is sent and made available on the companys website at least 14 days prior to the meeting.
8.1.5 The board will allow shareholders to submit questions in advance of the meeting by establishing criteria for submitting such questions, which will be made available on the companys website.
8.1.6 The invitation letter and related documents will be provided in both Thai and English. The invitation letter will include the following information:
(1) The date, time, and location of the shareholders' meeting.
(2) The agenda, indicating whether the items are for information or approval, and clearly dividing them into specific issues, such as for the board-related itemsseparating the election of directors and approval of director compensation into separate items.
(3) The objectives, reasons, and the boards opinion on each agenda item, which includes: Approval of dividends: Dividend policy, proposed dividend rate, reasons, and supporting information. If a dividend is to be withheld, reasons and supporting information should be provided. Appointment of directors: Name, age, educational and work history, the number of listed and non-listed companies where the person serves as a director, selection criteria, and type of director proposed. In the case of re-electing an existing director, include their meeting attendance from the previous year and the date of their initial appointment as a director of the company. Approval of director compensation: Policy and criteria for determining compensation for each director role, including all forms of compensation such as monetary and other benefits. Appointment of auditors: Name of the auditor, the auditing firm, work experience, independence of the auditor, audit fees, and other related services.
(4) The proxy form as defined by the Ministry of Commerce.
(5) Other meeting-related information, such as the voting procedure, vote counting and result notification, voting rights for each share type, information about independent directors nominated as proxy recipients, documents required from shareholders before attending the meeting, documents supporting the proxy, and a map of the meeting venue, etc.
Principle 8.2 The board will ensure that the operations on the day of the shareholders' meeting are conducted smoothly, transparently, effectively, and allow shareholders to exercise their rights.
8.2.1 The board will set the date, time, and location of the meeting, considering the convenience of shareholders attending the meeting, such as choosing an appropriate time for the meeting and a location that is easy to travel to.
8.2.2 The board will ensure that there are no actions that restrict the opportunity for shareholders to attend the meeting or create undue burdens, such as requiring shareholders or their proxies to provide documents or proof beyond what is stipulated in the guidelines of the relevant regulatory authorities.
8.2.3 The board will promote the use of technology in the shareholders' meeting, including for shareholder registration, vote counting, and result presentation, to ensure the meeting is conducted quickly, accurately, and efficiently.
8.2.4 The chairman of the board will serve as the chairperson of the shareholders' meeting, overseeing that the meeting is conducted according to the law, relevant regulations, and the companys bylaws. The chairman will allocate appropriate time for each agenda item as outlined in the meeting invitation and will provide opportunities for shareholders to express opinions and ask questions on matters related to the company.

8.2.5 To enable shareholders to make informed decisions on important matters, board members, in their capacity as meeting participants and shareholders, will not support the addition of any new items to the agenda that were not disclosed in advance, particularly for significant items requiring shareholders to study information before making decisions.
8.2.6 The board will encourage all directors and relevant executives to attend the meeting so shareholders can ask questions on various topics related to the company.
8.2.7 Before the meeting begins, the company will inform shareholders of the number and proportion of shareholders attending in person and by proxy, the method of the meeting, voting procedures, and how votes will be counted.
8.2.8 If an agenda item consists of multiple items, the chairperson will ensure separate votes are taken for each item, such as allowing shareholders to vote on the election of each director individually.
8.2.9 The board will encourage the use of voting cards for important agenda items and promote the appointment of independent individuals to monitor or verify the voting process at the meeting. The voting results for each agenda itemwhether in favor, against, or abstainedwill be disclosed to the meeting and recorded in the meeting minutes.
Principle 8.3 The board will ensure that the disclosure of meeting resolutions and the preparation of the shareholders' meeting minutes are done correctly and comprehensively.
8.3.1 The board will ensure that the company discloses the meeting resolutions along with the voting results within the next working day, through the news system of the Stock Exchange of Thailand and on the companys website.
8.3.2 The board will ensure that a copy of the shareholders' meeting minutes is submitted to the Stock Exchange of Thailand within 14 days from the date of the meeting. 8.3.3 The board will ensure that the meeting minutes include at least the following information:

1. The list of directors and executives who attended the meeting, and the proportion of directors who attended versus those who did not attend the meeting.
2. The method of voting and vote counting, the meeting resolution, and the voting results (approved, disapproved, abstained) for each agenda item.
3. The questions and answers raised during the meeting, along with the names of the individuals asking and answering the questions.

The Board of Directors and the Company prioritize shareholders by ensuring that shareholders are treated equally and can fully exercise their rights as shareholders. The company is committed to preventing any actions that may violate or infringe upon shareholders' rights, and provides opportunities for shareholders to express their opinions and ask questions to the Board on matters related to the company. Shareholder meetings are organized to facilitate the exercise of shareholders' rights, and the company ensures that the proceedings of the meeting are conducted smoothly, transparently, and efficiently. Additionally, the company ensures that the resolutions passed during the shareholder meeting are disclosed, and that the meeting minutes are properly prepared and disclosed in a timely manner, as required.

Policy and guidelines related to the board of directors

Are there policy and guidelines related to the board of directors	:	Yes
Guidelines related to the board of directors	:	Nomination of directors, Determination of director remuneration, Independence of the board of directors from the management, Director development, Board performance evaluation, Corporate governance of subsidiaries and associated companies

Nomination of directors

The Board of Directors places great importance on good corporate governance, recognizing that effective governance enhances business competitiveness. This involves management based on responsibility, integrity, morality, and ethicskey factors that ensure transparency, efficiency, effectiveness, stability, and sustainable growth in the companys operations while also increasing economic value. The company adheres to the following principles:

Director Nomination

The Board of Directors assigns the Nomination and Remuneration Committee to be responsible for recruiting, selecting, and proposing suitable candidates for the position of company director. According to the Board of Directors charter, the Board must consist of at least five (5) directors, with no less than half (1/2) of the total number of directors residing in Thailand. Additionally, the Board must include at least three (3) independent directors or no less than one-third (1/3) of the total number of directors.

Qualifications of Independent Directors

Independent directors must meet the following qualifications:

1.Must not hold more than 1% of the total voting shares of the company, its parent company, subsidiaries, affiliates, major shareholders, or controlling persons. This includes shareholdings of related persons of the independent director.

2.Must not be or have been an executive director, employee, staff member, salaried advisor, or a controlling person of the company, its parent company, subsidiaries, affiliates, major shareholders, or controlling persons, unless such status has ceased for at least two (2) years.

3.Must not be related by blood or by legal registration (such as parents, spouse, siblings, or children) to any other director, executive, major shareholder, controlling person, or any individual nominated to be a director, executive, or controlling person of the company or its subsidiaries.

4.Must not have or have had any business relationship with the company, its parent company, subsidiaries, affiliates, major shareholders, or controlling persons that may interfere with independent judgment. Additionally, must not be or have been a significant shareholder or controlling person of any entity having a business relationship with the company, its parent company, subsidiaries, affiliates, major shareholders, or controlling persons, unless such relationship has ceased for at least two (2) years.

5.Must not be or have been an auditor of the company, its parent company, subsidiaries, affiliates, major shareholders, or controlling persons, and must not be a significant shareholder, controlling person, or partner of an audit firm that audits the company, its parent company, subsidiaries, affiliates, major shareholders, or controlling persons, unless such relationship has ceased for at least two (2) years.

6.Must not be or have been a provider of professional services, including legal or financial consulting services, receiving compensation exceeding two (2) million baht per year from the company, its parent company, subsidiaries, affiliates, major shareholders, or controlling persons. Additionally, must not be a significant shareholder, controlling person, or partner of such a professional service provider, unless such relationship has ceased for at least two (2) years.

7.Must not be a director appointed as a representative of the companys directors, major shareholders, or shareholders related to major shareholders.

8.Must not operate a business in the same industry and in significant competition with the company or its subsidiaries. Additionally, must not be a significant partner in a partnership, an executive director, an employee, a staff member, a salaried advisor, or hold more than 1% of the total voting shares in any other company that operates in the same industry and competes significantly with the company or its subsidiaries.

9.Must not possess any other characteristics that would prevent them from providing independent opinions on the companys operations.

Director Nomination and Remuneration

The Board of Directors assigns the Nomination and Remuneration Committee to establish criteria and policies for the nomination and remuneration of company directors and sub-committee members. The committee is responsible for recruiting, selecting, and proposing suitable candidates for the position of company director and determining appropriate remuneration, with details as follows:

Director Nomination

1.Establish criteria and policies for the nomination of company directors and sub-committee members, considering the appropriateness of the number, structure, and composition of the Board. Define the qualifications of directors to be proposed to the Board of Directors and/or submitted for approval at the shareholders' meeting, as applicable.

2.Identify, select, and propose suitable candidates for directorship positions due to term expiration, vacancy, and/or additional appointments.

3. Perform other nomination-related duties as assigned by the Board of Directors.

4.Evaluate the performance of the companys top executives and present the results to the Board of Directors for approval.

Nomination of Executive Directors, Chief Executive Officer, and Company Executives

Aesthetic Connect Public Company Limited (the Company) recognizes the importance of effective and efficient management, as well as the continuity of business operations, which contribute to the companys sustainable growth and progress. To ensure this, the Company has established a Succession Planning Policy that outlines the procedures and processes for the succession of key executive positions, including the Chairman of the Executive Committee and other senior management roles. This policy aims to ensure that the Company has a pipeline of qualified executives capable of assuming key leadership positions in the future. The Company has set clear criteria and procedures for selecting personnel for key management roles in a transparent and appropriate manner. This process ensures that executives possess the necessary qualifications, skills, experience, and professional competence. The selection process is conducted through the Nomination and Remuneration Committee and/or an appointed committee responsible for recruitment, selection, and succession planning at the following levels:

1. Chief Executive Officer Level

The nomination, selection, and succession planning for the Chief Executive Officer (CEO) are overseen by the Nomination and Remuneration Committee, which is responsible for developing a CEO succession plan. This plan is then presented to the Board of Directors for consideration. When selecting a candidate for the position of CEO or Chairman of the Executive Committee, the Nomination and Remuneration Committee actively monitors the progress of the succession plan. If the CEO position becomes vacant or the incumbent is unable to perform their duties, the company has a system in place where a senior executive at a similar or deputy level will act as an interim CEO until a qualified successor is appointed. The selection process follows the company's established criteria, ensuring that the candidate possesses vision, knowledge, expertise, experience, and alignment with the companys culture. The Nomination and Remuneration Committee is responsible for the initial screening of candidates, ensuring they have the necessary qualifications, skills, experience, and a deep understanding of the company's business. The selected candidate must also be capable of managing the company effectively to achieve the objectives and goals set by the Board of Directors. The final candidate is then presented to the Board of Directors for approval and appointment. This process is designed to maintain the confidence of investors, stakeholders, and employees, ensuring that the company's operations continue seamlessly and efficiently.

2. Deputy Chief Executive Officer Level

The nomination, selection, and succession planning for the Deputy Chief Executive Officer (Deputy CEO) are overseen by the Nomination and Remuneration Committee, which is responsible for developing a succession plan at this level. This plan is then presented to the Board of Directors for consideration. If the Deputy CEO position becomes vacant or the incumbent is unable to perform their duties, the company has a system in place where a senior executive at a similar or deputy level will act as an interim Deputy CEO until a suitable successor is appointed. The Nomination and Remuneration Committee plays a key role in monitoring the progress of the succession plan and ensuring that the selection process aligns with the companys established criteria. The appointed individual must possess vision, knowledge, expertise, experience, and alignment with the companys culture. For the selection of a Deputy CEO, the Nomination and Remuneration Committee conducts the initial screening, ensuring the candidate meets all qualifications, skills, and experience required to contribute effectively to the companys operations. The candidate must also have a strong understanding of the company's business and the ability to achieve objectives and strategic goals set by the Board of Directors. The final candidate is then presented to the Board of Directors for approval and appointment. This structured approach ensures a seamless transition of leadership, maintaining confidence among investors, stakeholders, and employees, and guaranteeing business continuity.

3. Executive Level (Starting from Department Director)
When an Executive-level position, starting from a Department Director, becomes vacant or the incumbent is unable to perform their duties, the company will propose a selected successor to the Board of Directors and/or the designated committee for nomination/selection. The succession planning process for executive-level positions within the company follows these steps:
3.1 Analyze the companys business strategy, policies, investment plans, and expansion plans.
3.2 Assess the readiness of the workforce to align with the companys short- and long-term strategic objectives.
3.3 Establish a workforce development plan, which includes developing or recruiting employees to replace those exiting the company.
3.4 Create a recruitment plan and employee training and development program in advance of employees retirement or early departure.
3.5 Define the qualifications and competencies required for the position, including knowledge, skills, personality, and attitude. An Individual Development Plan (IDP) will be created for each employee to support their growth into the role.
3.6 Select, evaluate, and assess the performance and potential of employees to determine their suitability for the position.
3.7 Use assessment tools and evaluation methods to analyze the potential of employees.
3.8 Identify successors based on performance and potential evaluations, and inform employees in advance to prepare for the handover and job learning process. Additionally, backup successors will be identified.
3.9 Develop and evaluate the potential successors to ensure they can meet expectations and deliver results. If the development does not proceed as expected, the following actions will be taken:
    3.9.1 Select and plan for a new successor, or
    3.9.2 Develop the backup successor (if available), or
    3.9.3 Recruit and select external candidates.
Once a successor meets the qualifications for the position with higher responsibilities and a vacancy arises or a higher-level position becomes available, the company will present the promotion and acting appointment proposal based on the companys position structure policy. The promotion and acting appointment will be subject to approval by the Chief Executive Officer (CEO) and Chairman of the Board.

Determination of director remuneration

The Board of Directors assigns the Nomination and Remuneration Committee to be responsible for establishing criteria and policies for the nomination and remuneration of company directors and sub-committee members. This includes recruiting, selecting, and proposing suitable candidates for the position of company director, determining remuneration for directors, and carrying out other assigned duties. The committee then presents its recommendations to the Board of Directors and/or the shareholders' meeting, as applicable.

<u>Remuneration Determination</u>

1.Establish criteria and policies for determining the compensation of the Board of Directors and sub-committees, to be presented to the Board of Directors and/or submitted for approval at the shareholders' meeting, as appropriate.
2.Determine the necessary and appropriate compensation, both monetary and non-monetary, for individual members of the Board of Directors. In determining the compensation, consider the appropriateness in relation to the duties, responsibilities, performance, and comparison with similar businesses. The expected benefits from the directors should also be considered before submitting to the Board of Directors for review and presentation at the shareholders' meeting for approval.
3.Be responsible to the Board of Directors and provide explanations and answers regarding the directors' compensation at the shareholders' meeting.
4.Report the policy, principles/justifications for the determination of compensation for directors and executives as required by the Stock Exchange regulations. This will be disclosed in the Annual Report (Form 56-1) and the company's annual report.
5.Perform any other actions related to the determination of compensation as assigned by the Board of Directors.
Management and relevant departments must report or submit related information and documents to the Nomination and Remuneration Committee to support the performance of the Nomination and Remuneration Committee in fulfilling its duties.

Independence of the board of directors from the management

The company has a policy of separating the roles and responsibilities of the Chairman of the Board and the Chief Executive Officer (CEO). These positions must be held by individuals who possess the necessary knowledge, capabilities, and relevant experience, and they must not be the same person. This separation is intended to provide checks and balances by differentiating governance and management functions. In cases where the Chairman of the Board is not an independent director, the Board will appoint one independent director to join in determining the agenda for Board meetings, ensuring alignment with good corporate governance principles for listed companies. For independent directors, the company has set a policy that they can serve for a continuous term of no more than nine years, unless there are specific reasons or necessities deemed appropriate by the Board. Furthermore, the company has clearly defined and separated the powers of the Board of Directors and management at various levels. For key decisions, approval must be obtained from the Board of Directors and its sub-committees, ensuring balance, transparency, and fairness to all stakeholders involved.

Director development

The company's board of directors places great importance on the development of its directors by encouraging them to attend training or participate in seminars that are beneficial to their duties. The board recognizes the value of training in keeping directors updated with the constantly competitive business environment. The company also has a policy to enhance the potential of its executive personnel through both internal and external training programs, aiming to become a learning organization. Recently, the company's directors have participated in training courses for directors offered by the Thai Institute of Directors Association (IOD), as required by the Securities and Exchange Commission (SEC), which mandates that directors of listed companies must complete at least one course, such as the Director Accreditation Program (DAP) and Director Certification Program (DCP). In addition to the required courses, the directors also prioritize attending other training programs to further enhance their leadership skills, knowledge, and understanding of their roles. This is aimed at setting an example to drive the organization toward good corporate governance.
In the years 2022, 2023, and 2024, the executive team participated in various training programs that are beneficial to organizational management, as follows:

1.Prof. Dr. Apichati Sivayathorn
- Director Accreditation Program (DAP) 197/2022

2.Mr. Somboon Wongrassamee
- Board Nomination & Compensation Program (BNCP) 14/2022
- Empowering Boards: Enhancing Governance, Standards, and Financial Insights Program.

3.Mr. Kirkchai Chaiyatham
- Director Accreditation Program (DAP) 192/2022
- Board Orientation for New Listed Companies course, topic: "Business Sustainability Based on Good Corporate Governance"

4.Prof. Dr. Choladhis Sinrachtanant
- Director Accreditation Program (DAP) 197/2022

5.Dr. Chaiyot Denariyakul
- Director Accreditation Program (DAP) 192/2022
- Board Orientation for New Listed Companies course, topic: "Business Sustainability Based on Good Corporate Governance"

6.Cdr. Suwannee Jirayangyuen
- Director Accreditation Program (DAP) 188/2021
- Empowering Boards: Enhancing Governance, Standards, and Financial Insights Program.

7.Dr. Kongsak Techawibunphon
- Director Accreditation Program (DAP) 192/2022

8.Mr. Chakchalat Sinrachatanant
- Director Accreditation Program (DAP) 193/2022

Board performance evaluation

To ensure that governance, control, and management processes align with good corporate governance principles, the Board of Directors has established an annual performance evaluation process for the Board of Directors, subcommittees, and the Chief Executive Officer (CEO), to be conducted at least once a year. The evaluation is carried out at both the committee and individual levels to allow directors to review their performance over the past year, identify challenges, and make necessary improvements. The evaluation process and criteria are as follows: Performance Evaluation Process:

1.The Nomination and Remuneration Committee determines the evaluation policy and scoring criteria for each key area based on the evaluation form.

2.The Company Secretary distributes the Board performance evaluation form to all directors for both committee-level and individual assessments.

3.Directors submit their completed evaluation forms to the Company Secretary, who consolidates and summarizes the results. These results are reported to the Nomination and Remuneration Committee and the Board of Directors at the first board meeting of the year. Feedback from the evaluation will be used to enhance the effectiveness of the Board of Directors and subcommittees, ensuring optimal business operations and corporate governance.

Scoring Criteria: Score Range

Evaluation Rating3.90 - 4.00 Excellent

3.80 - 3.89 Very Good

3.50 - 3.79 Good

3.00 - 3.49 Fair

Below 3.00 Needs Improvement

Summary of the 2024 Board Performance Evaluation:
-Committee-Level Board Performance Evaluation: Score of 3.85, rated Very Good
-Individual Board Member Performance Evaluation: Score of 3.89, rated Very Good

2024 Subcommittee Performance Evaluation Results:
The performance evaluation of the subcommittees for 2024 yielded the following results:
The Executive Committees performance evaluation scored an average of 3.86 at the committee level and 3.80 at the individual level, both rated as Very Good.
The Audit Committees performance evaluation received an average score of 3.98 at the committee level and 4.00 at the individual level, both rated as Excellent.
The Nomination and Remuneration Committees performance evaluation achieved an average score of 4.00 at both the committee and individual levels, earning an Excellent rating.
The Corporate Governance Task Forces performance evaluation also scored 4.00, rated as Excellent.
Additionally, the performance evaluation of the Chief Executive Officer (CEO), Assistant Professor Dr. Choladhis Sinrachtanant, for 2024 resulted in an average score of 3.84, which falls under the Very Good category.

Corporate governance of subsidiaries and associated companies

"Aesthetic Connect Co., Ltd. (Public) (the Company) has an investment policy that includes governance over its subsidiaries and associates. The Company will invest in businesses that are closely related or provide benefits and support to its operations, while considering the returns for all stakeholders in order to strengthen the Company's stability and performance. Furthermore, in governing the operations of its subsidiaries and associates, the Board of Directors will consider appointing the Companys representatives, who possess the appropriate qualifications and experience relevant to the business in which the Company invests, to serve as directors in the subsidiaries and associates. This is to enable the Company to oversee the operations of its subsidiaries and associates as if they were part of the Company. The Company places great importance on maintaining a good, transparent, and auditable management system, which will protect its investment interests. Therefore, the Company requires its representatives to manage the subsidiary and associate businesses in the best interest of the Company and ensure compliance with the applicable laws concerning the operations of those businesses. Additionally, the appointment of representatives as directors in subsidiaries and associates will be in proportion to the Company's shareholding in those subsidiaries and associates. The Company ensures that its subsidiaries have an adequate and appropriate internal control system to prevent any potential fraud, and that a clear operational system is in place to ensure reliable and continuous disclosure of material transactions in accordance with the prescribed criteria. Furthermore, the Company establishes mechanisms for auditing such operational systems within the subsidiaries, allowing internal audit teams and the Companys independent directors to access the relevant information directly. The results of these audits will be reported to the Executive Committee or the Board of Directors to ensure that the subsidiaries consistently comply with the established operational systems. The Company will closely monitor the performance and results of its subsidiaries and associates, including overseeing the disclosure of related party transactions, and ensuring that the subsidiaries and associates maintain proper records and financial accounts for the Companys inspection. The results will be reported to the Executive Committee or the Board of Directors regularly, enabling the Company to plan and set future operational goals."

Policy and guidelines related to shareholders and stakeholders

Policy and guidelines related to shareholders and stakeholders	:	Yes
Guidelines and measures related to shareholders	:	Shareholder, Employee, Customer, Business competitor,

and stakeholders	Business partner, Creditor, Government agencies, Community and society

Shareholder

Equitable Treatment of Shareholders

The company has policies and practices in place to facilitate and encourage all groups of shareholders to participate in shareholder meetings, in accordance with the Corporate Governance Policy, as follows:

The Board of Directors ensures that shareholders participate in making decisions on important company matters.

1. The Board ensures that significant matters, both those required by law and those that may impact the company's direction, are reviewed and/or approved by shareholders. Such matters are included as agenda items in shareholder meetings.

2. The Board supports shareholder participation, including:

(1) Establishing criteria that allow minority shareholders to propose additional meeting agenda items in advance. The Board will consider including such proposals in the meeting agenda. If the Board rejects a shareholder's proposal, it must provide a reason to the shareholder meeting.

(2) Establishing criteria that allow minority shareholders to nominate candidates for director positions.

3. The Board ensures that these criteria are disclosed to shareholders in advance. The Board ensures that shareholder meeting notices contain accurate, complete, and sufficient information for shareholders to exercise their rights.

4. The Board ensures that meeting notices and related documents are distributed and published on the companys website at least 14 days before the meeting.

5 The Board provides an opportunity for shareholders to submit questions in advance of the meeting, establishes criteria for submitting questions, and publishes these criteria on the companys website.

6.Shareholder meeting notices and related documents are prepared in both Thai and English and published simultaneously. The notice must include the following details:

1) The date, time, and venue of the shareholder meeting.

(2) The meeting agenda, specifying whether each item is for acknowledgment or approval, with clear categorization. For example, in matters related to directors, the agenda must separate the election of directors and the approval of director remuneration into distinct items.

(3) The objectives, rationale, and the Boards opinion on each proposed agenda item, including:

a. Dividend Payment Approval Dividend payment policy, proposed dividend rate along with supporting reasons and information. In the case of a proposed omission of dividend payment, the reasons and supporting information must be provided.

b. Director Appointment Name, age, educational background, work experience, number of directorships held in listed and non-listed companies, selection criteria and process, type of director being proposed, and in the case of reappointment, meeting attendance record for the past year and the date of initial appointment as a company director.

c. Director Remuneration Approval Policy and criteria for determining remuneration for each director position, as well as all forms of compensation, both monetary and other benefits.

d. Auditor Appointment Name of the auditor, affiliated audit firm, work experience, auditors independence, audit fees, and other service fees.

(4) Proxy forms as prescribed by the Ministry of Commerce.

(5) Other relevant meeting information, such as voting procedures, vote counting and announcement of results, voting rights of different share classes, information on independent directors proposed as proxy holders, required documents for meeting attendance, proxy-related documents, and a map of the meeting venue.

The Board of Directors shall ensure that the conduct of the shareholders' meeting is orderly, transparent, efficient, and facilitates shareholders in exercising their rights.

1. The Board shall determine the date, time, and venue of the meeting with consideration for shareholders' convenience, such as ensuring sufficient time for discussion and selecting a venue that is easily accessible.
2. The Board shall ensure that no actions are taken to limit shareholders' opportunities to attend or impose excessive burdens, such as requiring shareholders or proxies to present more documents or identification than those stipulated by relevant regulatory authorities.
3. The Board shall promote the use of technology in shareholder meetings, including for shareholder registration, vote counting, and result presentation, to ensure a swift, accurate, and precise process.
4. The Chairman of the Board shall preside over the shareholders' meeting and ensure compliance with laws, relevant regulations, and the company's articles of association. The Chairman shall allocate appropriate time for each agenda item as specified in the meeting notice and provide shareholders with opportunities to express opinions and ask relevant questions.
5. To enable shareholders to participate in major decisions, the Board members, in their capacity as meeting attendees and shareholders, shall not support the addition of agenda items without prior notice unless necessary, particularly for significant matters that require shareholders to study the information beforehand.
6. The Board shall encourage the attendance of all directors and relevant executives to allow shareholders to raise questions on related matters.
7. Before the meeting begins, the company shall inform shareholders of the number and proportion of shareholders attending in person and by proxy, as well as explain the meeting procedures, voting methods, and vote-counting processes.
8. If an agenda item consists of multiple issues, the Chairman shall arrange for separate voting on each issue, such as allowing shareholders to vote on director appointments on an individual basis.
9. The Board shall support the use of voting ballots for significant agenda items and promote the appointment of independent persons to count or verify votes. The voting results, including approvals, disapprovals, and abstentions, shall be disclosed to the meeting and recorded in the minutes.

The Board of Directors shall ensure that the disclosure of shareholders' meeting resolutions and the preparation of meeting minutes are accurate and complete.

1. The Board shall ensure that the company discloses the resolutions of the shareholders' meeting along with the voting results by the next business day through the Stock Exchange of Thailands news system and on the companys website.
2. The Board shall ensure that a copy of the shareholders' meeting minutes is submitted to the Stock Exchange of Thailand within 14 days from the date of the meeting.
3. The Board shall ensure that the shareholders' meeting minutes include at least the following information:

(1) Names of directors and executives attending the meeting, as well as the proportion of directors present and absent.
(2) Voting and vote-counting methods, meeting resolutions, and voting results (approved, disapproved, or abstained) for each agenda item.
(3) Questions and answers discussed during the meeting, including the full name of the individuals who raised and answered the questions.

Over the past year, the Board of Directors determined that the shareholders' meeting would be conducted exclusively in the form of an electronic meeting (e-AGM), in compliance with the legal requirements governing electronic meetings. The electronic meeting was officially titled "Annual General Meeting of Shareholders 2024 of Aesthetic Connect Public Company Limited" and was held on April 25, 2024, at 14:00 (GMT+7). The company granted shareholders the right to propose additional agenda items and nominate candidates for directorship from January 18, 2024, to February 18, 2024, as well as the right to submit questions in advance during the same period. However, no shareholders exercised these rights. The company published the Notice of the Annual General Meeting of Shareholders 2024, along with supporting documents and the User Manual for the Electronic Meeting System, on its website at www.teeraporncliniс.com under the "Investor Relations" section, subsection "Annual General Meeting of Shareholders," starting from March 27, 2024. Additionally, the company announced via the Stock Exchange of Thailand's website that the Minutes of the Annual General Meeting of Shareholders 2024 were published on May 7, 2024.

Prevention of Conflicts of Interest

Aesthetic Connect Public Company Limited (the "Company") has established a policy regarding the prevention of conflicts of interest based on the principle that any business activity decision must be made solely for the best interest of the Company and its shareholders. The Companys personnel, including directors, executives, and employees, shall not use their position within the Company to seek personal or third-party benefits, whether financial or otherwise, and should avoid actions that create conflicts of interest. In cases where directors, executives, or employees engage in any transactions in their personal capacity or on behalf of a legal entity in which they have an interest in the Company, they must disclose such transactions according to the Companys guidelines. Every director, executive, and employee has a duty to protect the Companys legitimate interests, as outlined below:

1.Directors, executives, and employees should refrain from engaging in business activities that are the same as or in competition with the Companys business, whether for their own benefit or that of others, which could harm the Company, directly or indirectly. This includes becoming a partner or shareholder with decision-making authority, or a director or executive in a business that competes significantly with the Companys business, unless the Company has mechanisms in place to ensure that such actions will not affect the Company and are in the best interest of the Company and its shareholders. If a director, executive, or employee engages in such activities, they must immediately report this to the Company.

2. Directors and executives should disclose any business or activities that they or their family members, relatives, or dependents engage in personally, which may create a potential conflict of interest with the Companys business, such as investing or having interests with the Companys partners or customers, or holding any positions, including serving as an advisor for partners or clients of the Company, regardless of whether the business or services are conducted directly or indirectly with the Company.

3.Directors, executives, and employees must make business decisions with the primary consideration of the Companys best interests.

4.Directors, executives, and employees must avoid engaging in transactions involving themselves that may cause conflicts of interest with the Company. In cases where such transactions are necessary, they must be carried out for the Companys best interests. Any actions and decisions by the Companys personnel must be free from personal influences or those of related parties, whether by blood or not. Additionally, such actions must be conducted at fair and appropriate prices, similar to those that would be applied in dealings with third parties. If a director, executive, or employee is required to decide or approve a transaction that may present a conflict of interest, they must report this to their supervisor for approval, and they should not participate in the decision-making process.

5.Directors, executives, and employees must devote their full time and capabilities to their work and must not engage in any private business that may interfere with their duties and working hours at the Company.

6.Directors, executives, and employees must not engage in or have an interest in any business that competes with the Company, nor should they be a partner or shareholder with decision-making authority, or serve as a director or executive in a competing business or one with a similar nature to the Company, regardless of whether they directly or indirectly benefit from it.

7.Directors, executives, and employees must avoid financial involvement and/or relationships with external parties that may result in the Company losing benefits or cause conflicts of interest, or hinder the efficient operation of the Company.

8.Directors, executives, and employees must not use inside information of the Company for their own benefit or for the benefit of others, regardless of whether such actions result in harm to the Company. Furthermore, directors, executives, and employees must strictly adhere to the Companys insider information policy.

9.Directors, executives, and employees must not engage in actions that undermine the Companys interests or favor other individuals or entities, whether for personal gain or otherwise.
10.Directors and executives must abstain from voting or participating in the consideration or approval of any transactions or matters in which they have a conflict of interest, or in matters where someone with a direct or indirect interest has a conflict of interest with the Company. If a director or executive engages in such transactions, they must disclose their relationship or interest in such transactions to the Company.

Employee

Aesthetic Connect Public Company Limited ("the Company") places great importance on all levels of personnel within the organization, in accordance with the organizational structure and assigned responsibilities. Therefore, the Company has established relevant policies for governance and oversight as follows:

Human Resource Management Policy

1) Principle of Fairness and Equality Emphasizing a merit-based system that ensures fair treatment of all employees in terms of employment, promotions, compensation, and prevention of unfair practices at all levels.
2) Principle of Integrity Upholding honesty and integrity in the duties of employees at all levels, prioritizing the overall benefit of the organization.
3) Principle of Respect for Individuality Recognizing and respecting differences in thoughts, beliefs, and lifestyles of employees. Rules, regulations, and problem-solving approaches will consider these differences while ensuring dignity and self-respect for each individual.
4) Emphasis on Quality of Life Improving employees' quality of life, as it directly impacts work efficiency and motivation. This includes job satisfaction, work-life balance, stress management, task variety, and appropriate decision-making authority based on employees capabilities.
5) Creating a Positive Work Environment Ensuring a safe, comfortable, and pride-inducing workplace.

Employment and Recruitment Policy

The Company ensures transparent, fair employment practices, providing equal opportunities to qualified candidates based on organizational needs:
1) A transparent and auditable recruitment process.
2) Selection based on shared values, core competencies, functional competencies, and current job requirements.
3) Employment is based on mutual agreement, with both parties voluntarily accepting the terms and conditions.

Employee Development Policy

The Company provides continuous learning opportunities to enhance employees knowledge, skills, and competencies for both current and future job requirements: 1) Employees have a primary responsibility to seek knowledge and self-improvement.
2) The Company supports employee development to enhance current job performance and future career growth.
3) Leadership and management skills are developed to improve overall corporate management efficiency.
4) Management is responsible for identifying and preparing successors to ensure business continuity.

Performance Evaluation Policy

The Company implements a fair evaluation system reflecting employees' capabilities and work effectiveness, aligned with corporate objectives:
1) Employees undergo at least one performance evaluation per year by their direct supervisors.
2) The evaluation process involves communication between supervisors and employees to review past performance and set future improvement goals.
3) The assessment system is transparent and accurately reflects employees' actual performance.

Promotion Policy

1) Promotions consider the suitability of candidates for vacant positions, prioritizing organizational needs while supporting employees' career advancement.
2) Internal candidates are given preference, but external recruitment will be considered if suitable internal candidates are unavailable.
3) Promotion decisions are based on supervisor recommendations, past performance, and job suitability.
4) A selection committee conducts a transparent and fair review of promotion candidates.

Salary and Compensation Policy

1) Compensation is based on a structured salary framework, considering individual expertise, core competencies, and job responsibilities.
2) The Company's salary structure is benchmarked against comparable organizations and market rates.
3) Annual salary adjustments are determined by the Board of Directors and the Nomination and Remuneration Committee, taking into account market trends and employee performance.

Employee Benefits Policy

Employee benefits are designed to reflect economic conditions, social factors, labor market trends, and societal expectations. The Company ensures that employees receive fair and dignified benefits that are at least comparable to or better than those offered by similar organizations.

Customer

The company prioritizes its responsibility to customers by operating under relevant laws and standards, while considering the health, safety, fairness, and protection of customers' personal data. Additionally, the company emphasizes post-sale services throughout the product and service lifecycle, alongside monitoring and evaluating customer satisfaction to drive improvements in products. Advertising, publicity, and promotional activities must be conducted responsibly, avoiding any misleading information or exploiting customer misunderstandings. This ensures the company can fully and comprehensively meet customer needs, leading to continued trust and satisfaction in the services provided.

The following principles apply:

- Services are provided to customers under fair terms, ensuring that both parties receive fair compensation.
- Employees must dedicate themselves to continuously improving services to meet relevant standards, offer reasonable pricing, and adapt to current circumstances.
- Contracts and agreed terms must be strictly adhered to. If it is not possible to comply with any agreed term, prior notification should be given to partners and/or creditors for mutual discussion and problem-solving.
- Customer confidentiality must be maintained, unless the customer has given written consent for disclosure, or as required by law. Customer information should not be used for personal or related parties' benefits.

<u>Protection of Customer Confidential Information</u>

Aesthetic Connect Co., Ltd. (Public) ("the Company") or Teeraporn Clinic has established this Personal Data Protection Policy to inform and explain the collection, use, and disclosure of personal data of service recipients, contacts, presenters, business partners representatives, and personnel ("You") in accordance with Section 23 of the Personal Data Protection Act B.E. 2562 (2019).

<u>Customer Satisfaction Response</u>

The company continuously develops its services to meet customer satisfaction with responsibility, honesty, and ethics. In 2024, the company received feedback from 168 customer satisfaction surveys, with the majority of customers expressing high levels of satisfaction. The company will use this customer satisfaction evaluation to improve and enhance its services.

Complaint Handling and Whistleblowing

The company has channels for reporting fraud or non-compliance with laws, regulations, company rules, and the companys business ethics (Whistleblower Policy) as follows:

1. Direct Written Complaints: The complainant should submit their complaint or whistleblowing regarding misconduct and fraud through their direct supervisor (Manager level or higher) within the company. However, if the situation is not suitable or convenient, the complainant can submit the complaint via email or send a letter to the HR Manager of the company.
2. Notification of Receipt: The supervisor receiving the complaint or whistleblowing should inform the HR Manager of the company within 7 days to proceed with the fact-finding investigation.
3. Anonymous Complaints: In the case of anonymous complaints, the complainant must provide clear and sufficient details or evidence to show reasonable grounds for believing that fraud or violations of laws, regulations, company rules, or business ethics have occurred.
4. Other Channels: Complaints can also be made to the Audit Committee via phone or email to the Audit Committee Secretary at whistleblower@teerapornclinic.com or through the company's website at https://www.teerapornclinic.com

All complaints will be treated with the utmost confidentiality. Those involved in receiving the complaint or whistleblowing, as well as the complainant, are not required to disclose the complainant's identity unless revealing it allows the company to provide updates or further details about the resolution of the complaint. In 2024, there were no significant customer complaints.

Business competitor

Company Policy and Practices Regarding Competitors

The company has established policies and measures for handling competitors without violating trade secrets or gaining unfair advantage through fraudulent means. The following guidelines are in place:

Conduct Toward Competitors

1. Board members, executives, managers, and employees must operate within the framework of fair competition.
2. Do not seek confidential information from competitors through dishonest or inappropriate methods.
3. Do not damage the reputation of competitors by making baseless accusations or attacking them without reasonable evidence.

In 2024, the company had no disputes regarding competitors.

Business partner

Procurement and Treatment of Partners

The Company has a process for selecting partners by allowing suppliers to compete based on equal information and selecting partners with fairness within the Company's criteria for evaluating and selecting partners. The Company has a policy of treating partners based on fair competition, equality, and mutual respect by adhering to agreements, trade terms, and providing accurate information. The Company strives to build relationships and mutual understanding, ensuring that business dealings with partners do not damage the Company's reputation or violate the law, as outlined below:

1.In the procurement process, there must be verifiable steps that are transparent, fair, and provide the highest benefit to the Company.

2.Company employees must procure goods and services while considering the needs, value for money, price, and quality. They must provide equal, accurate, and unbiased information to suppliers without hiding any facts or showing favoritism.
3.When engaging with suppliers, the contact person must keep records of the negotiation documents, contract drafts, the final contract, and evidence of compliance with the contract for reference, in accordance with the legal timeframes.
4.Do not request, accept, or offer any illicit benefits in dealings with suppliers.
5.Adhere strictly to the terms of the contract. If it is found that the contract cannot be fulfilled, or the supplier is unable to fulfill it, or there are any other reasons that prevent the contract from being executed, report the issue to the supervisor immediately to consult and find a solution.

Furthermore, the Company has established a procurement policy to serve as a guide for conducting business with partners in an effective, appropriate, and fair manner in accordance with the principles of good corporate governance.

Aesthetic Connect Public Company Limited (the "Company") recognizes the importance of managing and controlling the procurement process in the company's operations. Therefore, it is established that executives, employees, and relevant parties have the responsibility to manage the procurement process in a way that maximizes the benefits to the company, as follows:
1.The procurement department must manage procurement by planning and setting procurement methods.
2.All departments within the company must prepare budgets and regularly monitor and control procurement activities.
3.Procurement of medicines, medical supplies, equipment, medical tools, or other products/services must be in compliance with the law and directly from manufacturers or authorized dealers, or registered suppliers/service providers.
4.To ensure the procurement process is effective and has a good reputation with suppliers, the following actions should be implemented:
4.1 Proposals should not be made through the user department directly, except when requesting a price list to prepare a budget or for purchase requests to propose for approval when purchasing outside the budget.
4.2 Setting minimum procurement standards must not be discriminatory or favor any one supplier. The procurement manager has the right to disqualify a supplier offering products below the required standards or with a poor track record, without necessarily accepting the lowest price, with approval from the management director.
5.Suppliers or service providers must be evaluated after each delivery of goods or services to provide data for future purchasing or contracting decisions. This is to ensure the company partners with suppliers who have good governance, are reliable, deliver quality products/services at reasonable prices, and provide the greatest benefit to the company.
6.Suppliers or service providers who do not meet the company's standards will have their accounts canceled to prevent further procurement or contracting.
7.New suppliers must be registered with the company and must have been approved by the authorized persons.
8.The procurement process must include clear timelines for the delivery of goods or services according to the companys needs.
9. For procurement activities that cannot be compared in price, the reasons for not comparing prices must be clearly stated, and approval must be obtained from authorized personnel.
10.A supplier with only one supplier will be registered as a sole supplier and must be the supplier/service provider the company places orders with more than five times a year or a supplier who manufactures products based on the company's direct orders. Such suppliers must be registered as a primary supplier and approved by authorized personnel.
11. A supplier registered as the company's sole supplier must not have any connection or relationship with the companys personnel.
12.The sole supplier registry must be reviewed annually, at least once a year.

13.For orders with specific qualifications (Specifications), qualified personnel must define the requirements before procurement:

13.1 For computer equipment, the IT department will verify the qualifications.

13.2 For medical equipment, the requesting department will verify the qualifications.

14.Procurement activities must comply with the law, government regulations, and the company's policies and procedures.

15.There must be a system in place for regular monitoring and auditing of procurement activities.

16.Contractors hired for construction and building renovations must sign a contract whenever the amount exceeds 100,000 Baht and must provide a work delivery document with the date and signature of the work inspector.

Procurement and Contracting Process

The company has established four procurement methods as follows:

1.Price Negotiation Method

This method is used for orders not exceeding 10,000 Baht per transaction and does not require price comparison.

Conditions:

1) Materials or equipment used in installation, including labor that needs to be procured on-site.

2) Spare parts, equipment used in maintenance, repair, and miscellaneous components in maintenance work, such as screws, wires, electronic equipment, electrical components, etc. (If the value exceeds 10,000 Baht, it enters the price comparison process, and documentation explaining the situation is required if no comparison can be made).

3) On-site repair work such as office equipment, office buildings, vehicles, etc.

4) This method cannot be used for purchasing pharmaceuticals, medical tools, and assets.

2.Price Comparison Method

This method is used for goods and services with uncertain prices, non-standardized prices, and market competition. Written quotations may be either open or sealed, and must be compared based on both price and quality from suppliers.

Conditions:

1) For total prices between 2,000 5,000 Baht, compare prices from 2 suppliers.

2) For total prices above 5,000 Baht, compare prices from 3 suppliers.

3.Special Method

This method is used for goods and services from a sole supplier or in urgent situations, including price confirmation with suppliers. In urgent cases, approval must be obtained from authorized personnel before the order is placed.

Conditions for Special Method:

1) In urgent situations, select suppliers or contractors who have previously supplied or performed services for the company.

2) The purchase of goods or services at the same price and terms as the last price inquiry or price comparison if it is believed that the price trend has not decreased.

3) Purchasing from suppliers who have signed a distributorship agreement.

4) The price quote must have documentation confirming the price before procurement, valid for a full calendar year.

5) For international purchases, two types of price quotes apply:

- Use the Price List or the agreed-upon terms.
-Use a Discounted price based on negotiations or special payment terms.

4.Exclusive Procurement Method

This method is used when the company orders from a specific supplier or contractor who can provide the exact products required. This method bypasses price comparisons, and the reasons for exclusive procurement must be provided to authorized personnel for approval.

Other Procurement Conditions:

1) The company prohibits splitting a single purchase of goods, materials, or services into multiple smaller procurements without valid reasons, to avoid circumventing established purchasing thresholds.

2) The order purchase order must be issued within 3 working days after receiving the purchase request and accompanying documents, once approved by authorized personnel.

Required Delivery Time:

General goods or services: 7-15 working days. Custom-made goods or goods with special specifications: within 60 working days, or as agreed upon between the buyer and seller.

3) Goods that must be purchased from abroad: 60-120 working days, unless the supplier reports out-of-stock items, in which case it may take more than 120 working days.

4) Purchase requests are accepted Monday to Saturday, 10:00 AM 7:00 PM (for urgent cases, the reason must be provided along with approval from authorized personnel).

In 2024, there were no cases where the company did not adhere to its contractual agreements with partners.

Creditor

The company is committed to conducting business with principles and discipline to build trust with creditors. The following practices are in place for dealing with creditors:

1. Treat creditors fairly and do not request, accept, or pay any undue benefits in dealings with creditors.
2. Adhere strictly to the agreed terms and conditions. In cases where any condition cannot be met, promptly notify the creditor in advance to discuss and find a solution to the issue.

Government agencies

"The Board of Directors, executives, and employees of Aesthetic Connect Public Company Limited (TRP) must adhere to the anti-corruption policy strictly. They are prohibited from engaging in any form of corruption, either directly or indirectly, as follows:

3.1 Do not engage in any behavior that implies corruption, bribery, or the giving or receiving of bribes to government or private officials, or any stakeholders related to the company, to obtain or maintain business or competitive advantages, or for personal benefit or that of others.

3.2 Do not ignore or disregard corrupt activities related to the company. It is the responsibility to report any suspected corruption to the appropriate supervisor or responsible party and cooperate in investigating the facts.

3.3 The company will provide fairness and protection to individuals who refuse to engage in corruption or report corruption to the company, as outlined in the whistleblower protection measures.

3.4 Anyone found engaging in corruption will be considered to have violated business ethics and conduct, subject to disciplinary action as defined by the company's policies, and may face legal penalties if the act is unlawful.

3.5 The company recognizes the importance of educating and ensuring understanding among those who must comply with the policy, especially those who directly affect the company or may influence the company's interests.

3.6 The company implements appropriate and effective internal control processes and systems on a regular basis to prevent corruption and enhance operational efficiency, reducing risks from business operations. The internal control system includes both preventive and detective controls, which help reduce opportunities and motivations for misconduct and corruption. The company also monitors and evaluates performance to address deficiencies or irregularities promptly, and improves preventive systems accordingly. Internal audit plays a key role in this process.

3.7 The company has a human resource management process that reflects its commitment to anti-corruption measures, covering recruitment, training, performance evaluation, compensation, and promotion.

3.8 To ensure clarity in handling high-risk corruption situations, the Board of Directors, Executives, and employees at all levels of the company must perform their duties with caution in the following areas:
3.8.1 The giving or receiving of gifts and entertainment must be transparent, lawful, and within the norms of regular business practices or customary practices, and must be of appropriate value.
3.8.2 Donations or financial support must be transparent and in compliance with the law. It must be ensured that such donations or support do not conceal bribery. 3.8.3 All activities, including dealings, negotiations, bids, and other actions with government or private sector entities, must be conducted transparently and in compliance with the law. Furthermore, directors, executives, and employees of the company must not give or receive bribes at any stage of business operations.

Measures and Channels for Reporting Whistleblowing or Complaints

The company has established measures for reporting whistleblowing or complaints related to illegal activities, business ethics violations, or behaviors that may indicate corruption or misconduct by the companys Board of Directors, executives, or employees. Various communication channels are provided to ensure employees and stakeholders can report whistleblowing or complaints to the company in a convenient and appropriate manner. Whistleblowers or complainants must provide details of the reported issue, along with their name, address, and contact phone number, to the designated reporting channels outlined by the company.
1. Channels for Reporting Corruption Whistleblowing or Complaints:
-Report to the Audit Committee through the phone or email of the Audit Committee Secretary at whistleblower@teerapornclinic.com or Through the companys website at https://www.teerapornclinic.com
Note: When the Audit Committee Secretary receives a complaint via email or postal mail, it will be registered and forwarded to the relevant department for further action as follows:
1) If the complaint concerns a violation or failure to adhere to personnel policies and procedures, it will be forwarded to the Human Resources Department.
2) If the complaint concerns a violation or failure to comply with laws, government regulations, corporate governance policies, business ethics, or company rules, it will be forwarded to the Audit Committee Secretary.
3) If the complaint concerns potential corruption or misconduct, such as embezzlement, bribery, or fraud, it will be forwarded to the Audit Committee.
4) In cases where the complaint in sections 13 is complex or involves multiple departments, it will be forwarded to the Chief Executive Officer (CEO).

Protection and Confidentiality Measures:

To protect the rights of whistleblowers and informants who act in good faith, the company will conceal the identity, address, or any information that may identify the whistleblower or informant. All information from whistleblowers and informants will be kept confidential and accessible only to those responsible for investigating the complaint. In cases involving complaints about corruption by executives, the Audit Committee will take responsibility for protecting whistleblowers, witnesses, and informants from any harm, danger, or unfair treatment resulting from their whistleblowing, testimony, or providing information. Those responsible for handling the complaint must maintain the confidentiality of the complaint, the whistleblowers identity, and any evidence related to the case, and they must not disclose the information to any unauthorized parties unless required by law.

Community and society

Corporate Social Responsibility (CSR) Policy
Aesthetic Connect Public Company Limited (the "Company") recognizes the importance of and its responsibilities toward society and the community. The Company is fully committed to environmental, social, and economic responsibilities to achieve sustainable development. It aims to foster good relationships and consider the potential

impacts on society, the environment, and stakeholders, including shareholders, employees, customers, business partners, competitors, and creditors. Therefore, the Company has established this Corporate Social Responsibility (CSR) policy to serve as a guideline for its business operations as follows:

1) Commitment to Corporate Social Responsibility (CSR) The Company conducts its business responsibly based on ethical principles to ensure fairness to all stakeholders. It adheres to good corporate governance principles to balance its economic, community, social, and environmental responsibilities, ultimately leading to sustainable business success.

2) Responsibility to Community and Society The Company recognizes its responsibility toward communities and society by actively contributing to their well-being. It supports social assistance initiatives, improves community quality of life, promotes volunteerism related to community and social development, and instills a sense of social and environmental responsibility in employees at all levels.

3) Innovation for Social Benefit The Company encourages innovation both internally and through inter-organizational collaboration. Innovation refers to new methods, changes in thinking, or improvements in production that increase value. The goal of innovation is to drive positive change, enhance efficiency, and ultimately maximize social benefits.

4) Fair Treatment of Employees and Labor The Company ensures fair treatment of employees, providing suitable working conditions, social security, compensation funds, and various employee benefits, including health insurance, protection, and accident insurance. It promotes personnel development through training, seminars, and academic courses to enhance employees' knowledge, skills, and professional growth. The Company fosters a culture of integrity, teamwork, and ethical conduct. Employees are encouraged to express concerns about unfair treatment or misconduct, with protection provided for whistleblowers. Additionally, the Company ensures a safe and healthy work environment and supports employees in achieving sustainable career development.

5) Respect for Human Rights The Company supports and respects human rights by treating all stakeholdersincluding employees, communities, and societywith dignity and fairness. It ensures equality and non-discrimination regardless of race, nationality, religion, language, skin color, gender, age, education, physical condition, or social status. The Company prohibits human rights violations such as child labor and sexual harassment. It also promotes human rights compliance monitoring and provides channels for complaints and remedies for those affected by human rights violations related to the Company's operations.

6) Customer Responsibility The Company is committed to understanding and listening to customers to improve its products and services. It aims to deliver the highest customer satisfaction while maintaining ethical business practices, honesty, and attentiveness.

6.1 The Company prioritizes product quality and standards, selecting safe products that meet international standards and continuously improving service management to maximize customer satisfaction.

6.2 The Company upholds fair marketing practices, ensuring customers receive accurate, non-misleading, and truthful information about its products and services to support informed decision-making.

6.3 The Company prioritizes customer safety by offering high-quality products and services that meet international safety standards and legal requirements. It continuously innovates and enhances its products and services to ensure customer confidence.

6.4 The Company maintains an effective customer relations system for communication, complaints, and feedback on product and service quality through its website, ensuring prompt responses to customer needs.

6.5 The Company safeguards customer information and strictly refrains from misusing such data.

7) Community and Social Engagement The Company fosters genuine engagement with communities and society, supporting economic, social, environmental, and cultural development. It promotes community resilience through education, cultural preservation, and public health initiatives while ensuring safety and well-being in surrounding areas. The Company provides accurate information, listens to concerns, and collaborates with communities to address issues effectively.

The Company operates responsibly with a strong commitment to minimizing environmental impacts and avoiding actions that could negatively affect the quality of life of surrounding communities. In 2024, no complaints regarding social or environmental issues were received from the community.

Information on business code of conduct

Business code of conduct

Business code of conduct : Yes

Business Ethics and Code of Conduct The Company has established the Company's Business Ethics and Code of Conduct as good practice guidelines. This will help promote transparency in business operations. Build confidence among investors, stakeholders and all related parties. The details are as follows. The Company has established a code of business ethics for directors, executives, and employees to know and strictly abide by. The guidelines are as follows:

1. Interests and Conflicts of Interest

1.1 Avoid any actions which is contrary to the interests of the company Whether it is from contact with the company's trade partners, such as business partners, customers, competitors, or from opportunities or information gained from being a company employee for personal gain. This includes doing business that competes with the company or doing work other than the company's work that affects responsibilities and duties to the company.

1.2 Company employees who have an interest are prohibited from being the ones to approve the agreement to enter into transactions or do anything on behalf of the company in order to prevent any conflicts of interest. that may occur Including in the case of doing any business with the company in private name. family or on behalf of any legal entity that the employee has authority to act in that legal entity Employees must disclose their interests to the company before entering into transactions.

1.3 The board of directors and executives must consider conflicts of interests regarding connected transactions between the company and individuals or juristic persons. Which may be considered a conflict of interest carefully with honesty, reasonableness and independence within the framework of good ethics, taking into account the best interests of the company.

1.4 Directors and executives must report connected transactions related to the management of the company or its subsidiaries.

2. Securities trading and use of inside information

2.1 Directors, executives and company employees at all levels You must not use inside information of the company that is important and has not yet been disclosed to the public for the benefit of yourself or others until 24 hours after the information has been disclosed to the public.

2.2 Company employees at all levels must maintain and not disclose customer and commercial information as confidential. Company employees must not disclose customer secrets both to fellow employees and to unrelated third parties. Unless disclosure is required by law for the purpose of litigation or the Board of Directors approves in writing the disclosure.

2.3 Directors, executives, company employees and persons involved with information are prohibited from disclosing or transmitting company information or secrets to unrelated persons. This includes family members, relatives, friends, etc.

2.4 Information disclosure must be by executives or company employees with authority and duties. General employees do not have a duty to disclose information. When asked to disclose information that they do not have a duty to disclose, they should instruct the questioner to ask the person responsible for disclosing that information. In order to provide correct information and in the same direction.

2.5 Do not give advice or directives in trading the company's securities. Unless it is related to the job duties assigned by the company.

2.6 Directors, executives, employees who are in departments that receive inside information and company directors are prohibited from trading the company's securities within 1 month before the disclosure of both quarterly and annual financial statements or information that affects the price of securities to the public and 24 hours after disclosing the company's financial statements and information to relevant agencies

2.7 Directors, executives, managers and employees in the accounting and finance department when buying/selling company securities must prepare a report on that purchase/sale within 2 business days to the company secretary in order to follow the relevant rules accordingly.

2.8 Directors, executives, managers and employees in the accounting and finance department must report their securities holdings or those of related persons in accordance with the Securities and Exchange Act on a quarterly basis to the Company Secretary.

3. Service to customers

3.1 Provide services to customers under fair conditions and on the basis of receiving fair returns for both parties.

3.2 Company employees must be dedicated and committed to developing quality services that comply with relevant regulations and have prices that are reasonable and timely.

3.3 Strictly follow the contract or conditions agreed upon. In the event that one of the conditions cannot be complied with, the trade partners and/or creditors must be informed in advance in order to jointly consider finding solutions.

3.4 Maintain customer secrets unless the customer consents to disclosure in writing or in accordance with the law, including not using customer information for the benefit of oneself and those involved.

4. Treatment of business competitors .

4.1 Directors, executives, managers, and employees behave within the framework of good competition.

4.2 Do not seek confidential information of business competitors through dishonest or inappropriate means.

4.3 Do not damage the reputation of business competitors by making malicious accusations or attacking competitors without reasonable information.

5. Purchasing, procurement and treatment of suppliers

5.1 In the purchasing and procurement process, there must be steps that are verifiable, transparent, fair, and bring maximum benefit to the company. 5.2 Company employees must purchase, procure products and services by taking into account needs, value, price and quality. Information is provided to traders equally, correctly, without concealment, without bias, and without discrimination against traders.

5.3 When contacting a business partner, the contact person must keep documents evidence of contract negotiations. The making of a contract and the performance of the contract are kept as evidence for use within the period specified by law.

5.4 Do not demand or receive or pay any dishonest benefits in trading with trading partners.

5.5 Strictly follow contract terms. When it is found that the contract cannot be performed or the trading partner is unable to comply with the contract or any other reason that makes it impossible to comply with the contract, report to supervisor immediately for consultation and find a solution.

6. Treatment of shareholders

6.1 Perform duties with honesty, caution, caution, and fairness to both major and minor shareholders for the highest benefit of shareholders as a whole, as well as make decisions to take any action according to professional principles.

6.2 An appropriate dividend policy is established for shareholders. The dividend payment is subject to change depending on the operating results, financial status and investment plans of the company.

6.3 Establish the company's board of directors and subcommittees to approve the direction of business goals, business plans, and annual budgets. Taking into account the best interests of the company, shareholders, and stakeholders as important.

6.4 Statement and explain the status of the company, operating results, financial information, accounting and other reports regularly and completely and truthfully. According to the rules of the relevant agencies

6.5 Shareholders and stakeholders can report or complain about matters that may cause damage to the company to the board of directors through the company secretary. To collect and filter basic facts. Including presenting it to the Board of Directors or sub-committees.

7. Treatment of creditors

7.1 Treat creditors fairly and do not demand or receive or pay any dishonest benefits in dealing with creditors.

7.2 Strictly follow the agreed upon conditions. In the event that any of the conditions cannot be complied with, creditors must be notified in advance so that they can jointly consider finding a solution to the problem.

8. Responsibility towards the environment, community and society as a whole

8.1 Be responsible and committed to and support both environmental care, education, religion, art, culture, as well as local customs and traditions where the company has a location to conduct business.

8.2 Carry out activities to co-create society, community and environment so that the communities in which the company is located have a better quality of life, both by ourselves and in cooperation with the government and communities.

8.3 Give importance to accident prevention and control of waste emissions by business partners in the company's industrial estates. To be at an acceptable standard level and in accordance with the rules of the relevant agencies.

8.4 The Company instills awareness of social and environmental responsibility within the Company and its trading partners, including the efficient use of resources, materials or equipment.

9. Respect for human rights and fair treatment of labor

9.1 Give importance to maintaining a working environment that is safe for the lives and property of employees and strictly adhere to labor laws.

9.2 Do not support the use of unfair labor, child labor, illegal foreign workers.

9.3 Give importance to the human rights principles of employees at all levels.

9.4 The company will select individuals to hire for various positions fairly, taking into account the qualifications of each position, educational qualifications, experience and other requirements necessary for the job, and treat all employees equally. There is no discrimination based on gender, age, race, religion, educational institution, or any other status that is not directly related to work performance.

9.5 Appointment, transfer Including giving rewards and punishments to employees who act in good faith and based on the knowledge, abilities, and suitability of that employee.

9.6 The Company will maintain employees' personal information such as biography, education, family history, health history, work history, etc. Disclosure or transfer of an employee's personal information will be done only with the consent of that employee.

9.7 Provide compensation that is fair and appropriate to duties and responsibilities.

9.8 Organize an orientation and provide an employee handbook for all new employees to know and understand the rights that employees should receive according to fair and ethical employment in various aspects and strictly adhere to labor laws.

9.9 Focus on developing and providing continuous training and knowledge to directors, executives and employees in order to increase the potential of employees to work efficiently. and encourage employees to advance in their careers

9.10 Establish a provident fund for employees to encourage them to save long-term money for themselves and their families when they resign from work, retire, become disabled or die.

10. Giving or receiving gifts

10.1 Company executives and employees must not demand, accept or agree to receive money. Items or any other benefits from those involved in business with the company

10.2 Company executives and employees may receive or give gifts so that they do not influence the recipient's business decisions.

10.3 If necessary, gifts received should be valued not more than 3,000 baht and should not be cash or cash equivalents.

10.4 In the event that there is a need to receive a gift or any other property with a value higher than 3,000 baht, report it to your supervisor in rank.

10.5 Giving or receiving gifts may be done if it is done with transparency or in an open or disclosable manner.

10.6 Executives and employees of the company can receive business entertainment for the benefit of the company's business. According to the approval authority of the company's employees and should avoid receiving entertainment in a manner that exceeds normal relationships from other people related to the company or who will be business partners in the future.

11. Use of information and communication technology

11.1 The company has a policy to promote and use only legally licensed equipment, tools, programs.

11.2 Do not use the Company's computer system to disseminate information that is inappropriate according to morals, customs and traditions or that violates the law.

11.3 In the case where a company employee requests permission from a supervisor to allow outside workers to use the company's information system. Employees of the requesting company must control the use of external workers and are responsible for any damages that may occur to the company from the use of the information system.

11.4 The company has the right to inspect, search, follow, investigate and control the use of the company's employees' information systems. To protect the security of the company's information systems

12. Non-infringement of intellectual property.

12.1 The company has a policy not to do anything that would infringe intellectual property, whether it be copyright, patents or trademarks, trade secrets, and other intellectual property that is required by law.

13. Maintenance and use of company assets

13.1 Company employees have duties and responsibilities to take care of both tangible and intangible assets of the company. Do not deteriorate, lose, and use assets efficiently. Employees must study and understand how to use and advise on the safety of property and use it for the full benefit of the company and not use company property for the benefit of themselves or others.

14. Management and maintenance of ethics

14.1 All company employees must strictly abide by the Code of Ethics. If it is found that there has been a violation or any action that is contrary to the code of ethics. The company will consider punishment according to the nature of the offense as appropriate to the case.

14.2 Executives and supervisors must be good examples in following the code of conduct and have a duty to monitor, supervise and encourage subordinates to comply with the specified code of ethics.

14.3 Requesting exemption from compliance with the Code of Ethics for employees and directors must be approved by the Board of Directors in writing.

14.4 All company employees have a duty to sign an acknowledgment of this code of conduct when they become employees and when there are changes.

15. Anti-fraud and corruption

15.1 Provide training to employees to provide knowledge about the company's anti-corruption policies and practices.

15.2 Support and cooperate with government, private and regulatory organizations. Including all sectors of Thai society for the purpose of reducing corruption. and raise the level of national development

15.3 Directors, executives and employees are prohibited from accepting any form of corruption, both direct and indirect, including receiving things, giving things, gifts, entertainment, solicitation money, donations and any other benefits to themselves. From people doing business with the company.

The Company has opened channels for stakeholders to report clues, suggestions or complaints regarding corruption or any actions that do not comply with the Company's criteria to the Audit Committee directly through the Secretary of the Audit Committee. By sending a letter to the address below.

Audit Committee / Secretary to the Audit Committee
Aesthetic Connect Public Company Limited at email whistleblower@teeraporncliniс.com or

On the website of Aesthetic Connect Public Company Limited https://www.teeraporncliniс.com

Reference link for the full version of business code of conduct	:	https://teeraporncliniс.com/wp-content/uploads/2023/11/%E0%B8%88%E0%B8%A3%E0%B8%B4%E0%B8%A2%E0%B8%98%E0%B8%A3%E0%B8%A3%E0%B8%A1%E0%B9%81%E0%B8%A5%E0%B8%B0%E0%B8%88%E0%B8%A3%E0%B8%A3%E0%B8%A2%E0%B8%B2%E0%B8%9A%E0%B8%A3%E0%B8%A3%E0%B8%93%E0%B8%97%E0%B8%B2%E0%B8%87%E0%B8%98%E0%B8%B8%E0%B8%A3%E0%B8%81%E0%B8%B4%E0%B8%88.pdf

Policy and guidelines related to business code of conduct

Guidelines related to business code of conduct	:	Prevention of Conflicts of Interest, Anti-corruption, Whistleblowing and Protection of Whistleblowers, Prevention of Misuse of Inside Information, Gift giving or receiving, entertainment, or business hospitality, Compliance with laws, regulations, and rules, Information and assets usage and protection, Anti-unfair competitiveness, Information and IT system security, Environmental management, Human rights, Safety and occupational health at work

Prevention of Conflicts of Interest

At the Board of Directors meeting No. 1/2023 on February 23, 2023, the Board approved the policy on the prevention of conflicts of interest and formalized it in writing. The objective of the policy is to ensure that the companys directors, executives, and employees perform their duties with transparency, efficiency, and accountability, thereby building trust with customers and all stakeholders. The company has established a clear policy stating that every business decision must prioritize the best interests of the company and its shareholders, while avoiding any actions that could result in conflicts of interest. Directors, executives, and employees involved or having a stake in any transactions under consideration must disclose their relationship or interest to the company and must refrain from participating in the decision-making process, including the approval authority for such transactions. During the Board of Directors meeting No. 1/2024 on February 22, 2024, the Board reviewed the policy on the prevention of conflicts of interest and published the correct practices according to the principles of good corporate governance in the companys business ethics and code of conduct on the companys website.

Anti-corruption

The company recognizes the importance of governance and business operations under the principles of good corporate governance, adhering to the principles of conducting business with honesty, integrity, and transparency. Therefore, the company has established an anti-corruption policy to ensure that the directors, executives, and employees of the group avoid engaging in any activities that may involve corruption in any form, whether for direct or indirect personal, family, or closely related individuals benefits. Additionally, the company has established an organizational structure with clearly defined responsibilities, workflows, and reporting lines within each department to ensure proper checks and balances and effective oversight. Furthermore, the company has disclosed the details of its anti-corruption policy on its website (https://teeraporncliniс.com/corporate-governance/) in the investor relations section under the topic of good corporate governance.

Whistleblowing and Protection of Whistleblowers

The company has established channels for reporting fraud or non-compliance with laws, regulations, company rules, and the company's business ethics (Whistleblower Policy) as follows:

1.Direct Written Complaints: The complainant should submit their complaint or whistleblowing about misconduct and fraud through their direct supervisor (Manager level or higher) within the company. However, if the situation is unsuitable or inconvenient, the complainant can report via email or send a letter to the company's HR Manager.

2.Notification of Receipt: The supervisor receiving the complaint or whistleblowing should inform the company's HR Manager within 7 days to proceed with the fact-finding investigation.

3.Anonymous Complaints: If the complainant chooses to remain anonymous, they must provide clear and sufficient details or evidence to show reasonable grounds for believing that fraud or violations of laws, regulations, company rules, or business ethics have occurred.

4.Other Channels: Complaints can also be made to the Audit Committee via phone or email to the Audit Committee Secretary at whistleblower@teeraporncliniс.com or through the company's website at https://www.teeraporncliniс.com

Measures for Protection and Confidentiality

To protect the rights of whistleblowers and those who provide information in good faith, the company will conceal the name, address, or any other information that could identify the whistleblower or informant. The information provided will be kept confidential and only accessible to those responsible for investigating the complaint. In the case of a complaint regarding corruption involving management, the Audit Committee will protect the whistleblower, witnesses, and those who provide information in the investigation, ensuring they do not face any harm, danger, or unjust treatment arising from reporting, testifying, or providing information. Those responsible for handling matters related to complaints are required to keep the complaint information and evidence provided by the whistleblower and informants confidential. Disclosure to individuals not involved in the matter is prohibited unless required by law.

Prevention of Misuse of Inside Information

Policy on Reporting of Securities Holdings, Insider Trading, and Safeguards for Directors and Executives Using Unpublished Company Information Reporting Changes in Securities Holdings Directors, executives, and auditors of the company are required to report any changes in their securities holdings and futures contracts, as well as those of their spouse or cohabitant, underage children, and legal entities in which the director, executive, auditor, or their spouse, cohabitant, or children collectively hold more than 30% of the total voting rights of such entities, to the Securities and Exchange Commission (SEC) every time there is a purchase, sale, transfer, or acquisition of securities and futures contracts under Section 59 of the Securities and Exchange Act B.E. 2535 (1992), and according to the SEC Notification, No. S.J. 38/2561, regarding the reporting of changes in securities holdings and futures contracts by directors, executives, auditors, plan preparers, and plan executives (SEC Notification No. S.J. 38/2561). The director, executive, or auditor must notify the SEC of any change in holdings of securities or futures contracts via the SEC's electronic data transmission system in the format prescribed by the SEC or through any other method as defined by the SEC, and inform the company secretary within the period specified by SEC Notification No. S.J. 38/2561 or any applicable regulations. Additionally, quarterly reports detailing the companys securities transactions must be submitted to the company secretary in accordance with the Capital Market Supervisory Boards Notification No. T.J. 2/2552 regarding the reporting of interests held by directors, executives, and related persons. Directors, executives, and auditors must refrain from buying or selling the companys securities during the one-month period before the public disclosure of financial statements and at least 24 hours after the financial statements have been publicly disclosed.

Policy on Insider Trading and the Use of Inside Information

1.The company will educate directors, executives, and managerial-level employees in the accounting or finance department (from the position of manager or equivalent) about their obligations to prepare and submit reports on their securities holdings, as well as those of their spouses and underage children, to the Securities and Exchange Commission (SEC) under Section 59 and the penalties under Section 275 of the Securities and Exchange Act B.E. 2535 (1992) (including amendments), as well as the reporting of securities transactions by themselves, their spouses, and underage children to the SEC under Section 246 and the penalties under Section 298 of the Securities and Exchange Act B.E. 2535 (1992) (including amendments).

2.The company requires directors and executives, including those in managerial-level positions in accounting or finance (from the position of manager or equivalent), to prepare and submit reports on their securities holdings, as well as those of their spouses and underage children, to the company secretary before submitting them to the SEC. These reports must be submitted within 30 days of their appointment as directors or executives, and any changes in securities holdings must be reported within 3 business days after the purchase, sale, transfer, or acquisition of securities.

3.The company requires directors and executives, including those in managerial-level positions in accounting or finance (from the position of manager or equivalent), and other employees who have access to material inside information that could affect securities prices, to refrain from trading the companys securities prior to the release of financial statements or public disclosure of financial or operational status. Directors, executives, and relevant employees will be notified in writing to refrain from trading the companys securities for at least 1 month before public disclosure and must wait at least 24 hours after the information is made public. They must also refrain from disclosing any material inside information to any third parties.

4.The company prohibits directors, executives, employees, and former directors, executives, and employees from disclosing inside information or confidential information regarding the company or its partners to third parties, even if such disclosure does not cause harm to the company or its partners.

5.The company has established disciplinary penalties for any violation of the policy regarding the use of inside information for personal gain, which may range from a written warning, deduction of wages, suspension without pay, or dismissal. The severity of the punishment will depend on the intent and gravity of the offense. In addition, any individual who violates this policy may also face legal action.

In 2024, no directors, executives, or employees committed any violations related to the use of inside information or securities trading. The company has established penalties for violations involving the misuse of inside information, with punishments ranging from verbal warnings to dismissal.

Gift giving or receiving, entertainment, or business hospitality

Company Policy on Gifts and Entertainment The company has established policies and practices to manage the acceptance of gifts and entertainment within the organization, with the aim of preventing conflicts of interest or biased decision-making that could negatively impact business operations. The guidelines are as follows: 1) Prohibition of Acceptance: Executives and employees must not solicit, accept, or agree to accept money, goods, or any other benefits from individuals or entities that are engaged in business with the company.

2) Conditions for Receiving or Giving Gifts: Executives and employees may accept or give gifts, but such gifts must not influence any business decisions of the recipient. 3) Limit on Gift Value: If gifts are received, they should not exceed 3,000 Baht in value, and should not include cash or items that are equivalent to cash.

4) Reporting High-Value Gifts: In cases where it is necessary to accept gifts or other assets with a value exceeding 3,000 Baht, the recipient must report the gift to their immediate supervisor.

5) Transparency in Gift-Giving: Gifts should be given or received in a transparent manner, either in an open setting or in a way that can be made public if necessary.

6) Business Entertainment: Executives and employees may accept business-related entertainment that benefits the company's business, in accordance with the approval authority of the employee. However, they should avoid accepting entertainment that exceeds normal business relationship circumstances with individuals or future business partners.

Compliance with laws, regulations, and rules

The company acknowledges the importance of respecting human rights and treating employees fairly. It is committed to maintaining a safe working environment that ensures the safety of employees' lives and property. The company strictly adheres to labor laws and does not support the use of unfair labor practices, child labor, or illegal migrant labor. The company places great importance on the human rights of employees at all levels. It ensures fairness in the recruitment process, considering the qualifications for each position, educational background, experience, and other necessary requirements for the job. Employees are treated equally and without discrimination based on gender, age, race, religion, educational institution, or any other status unrelated to job performance. Appointments, transfers, rewards, and disciplinary actions are conducted with integrity, based on the knowledge, abilities, and suitability of the employee. The company respects the privacy of employees and ensures the protection of their personal data, including resumes, education, family history, health records, and employment history. Personal data will only be disclosed or transferred with the employee's consent. Employees are provided with fair and appropriate compensation that corresponds to their duties and responsibilities. New employees receive orientation and an employee handbook to understand their rights under fair employment practices and ethics, in compliance with labor laws. The company is committed to continuous training and development of directors, executives, and employees to enhance their capabilities and promote career advancement. It has also established a provident fund to support employees in saving for their future and their families in case of retirement, disability, or death.

Information and assets usage and protection

The company places great importance on customer responsibility by operating in full compliance with relevant laws and standards while prioritizing customer health, safety, fairness, and personal data protection. Additionally, the company is committed to providing after-sales services for the entire lifespan of its products and services, continuously monitoring and evaluating customer satisfaction to improve its offerings. All advertising, public relations, and promotional activities must be conducted responsibly, ensuring that they do not mislead or take advantage of customers' misunderstandings.

Anti-unfair competitiveness

The company requires its directors, executives, managers, and employees to operate under the principles of fair competition. They must not seek confidential information of competitors through dishonest or inappropriate means. Furthermore, they must refrain from any actions that could damage a competitors reputation, including making unfounded accusations or attacks without reasonable supporting information. This policy is in place to uphold ethical standards and promote a transparent and fair competitive environment.

Information and IT system security

The company promotes and supports the use of legally licensed equipment, software, and programs only. Employees are strictly prohibited from using the company's computer systems to disseminate inappropriate content, including material that violates morality, traditions, customs, or laws. If an employee is granted permission from a supervisor to allow external individuals access to the companys information systems, the requesting employee must strictly monitor and oversee the external partys usage. The employee will be held accountable for any damages that may arise from such access. Additionally, the company reserves the right to inspect, search, monitor, investigate, and control employees' use of its information systems to maintain the security of corporate data and IT infrastructure.

Environmental management

The company prioritizes and upholds its commitment to social responsibility by supporting and promoting environmental conservation, education, religion, arts, culture, and local traditions in the areas where the company operates. The company is dedicated to engaging in activities that enhance society, communities, and the environment, both through its own initiatives and in collaboration with government agencies and local communities. Additionally, the company emphasizes accident prevention and waste management to ensure that emissions and waste generated from business operations remain within acceptable and regulatory standards. Furthermore, the company instills a sense of social and environmental responsibility in its employees and business partners while promoting the efficient use of resources, materials, and equipmentsuch as water conservation, energy saving, and reducing paper usage within the organization.

Human rights

The company places great importance on respecting human rights and treating labor fairly, ensuring a safe working environment for both the life and property of employees. The company is committed to strictly adhering to labor laws and does not support the use of unfair labor, including child labor and illegal foreign labor. The company upholds the human rights of employees at all levels and ensures fair recruitment processes based on the qualifications, education, experience, and other necessary requirements of each job. Furthermore, the company treats all employees equally, without discrimination or bias related to gender, age, race, religion, educational background, or any other status not directly related to the job. Appointments, transfers, rewards, and disciplinary actions are made with sincerity, based on knowledge, competence, and suitability for the role. The company also prioritizes the protection of personal data, including personal history, education, family background, health history, and work history, and such information will only be disclosed or transferred with the employee's consent. The company provides fair and appropriate compensation in accordance with job responsibilities and ensures that all new employees receive an orientation and an employee handbook, outlining their rights according to ethical standards and labor laws. Additionally, the company is committed to continuous employee development and training to enhance their work capabilities and promote career advancement. The company has also established a provident fund to encourage employees to save for their long-term financial security, including for retirement, disability, or in case of death.

Safety and occupational health at work

The company recognizes the risks associated with employees' duties in the clinic, where they may come into contact with various pathogens. Therefore, in 2024, the company promoted and organized training to enhance the knowledge and understanding of personnel regarding safety and hygiene. The training program is divided into the following courses: 1) Basic Fire Safety Training and Fire Drill Practice This training covers basic fire safety procedures and emergency evacuation drills. 2) Proper Use of Medical Equipment Employees are trained on the correct use of medical equipment to ensure safety and effective procedures. 3) Basic Life Support Training Training on essential life-saving techniques, including CPR, to handle emergencies in the clinic.

Promotion of compliance with the business code of conduct

Promotion for the board of directors, executives, and employees to comply with the business code of conduct	:	Yes

The company promotes the adherence of the Board of Directors, executives, and employees to the business code of ethics, which encompasses principles and practices that everyone in the organization must uphold, such as integrity, transparency, and respect for the rights of all stakeholders. To ensure that everyone in the organization understands and can apply these principles effectively, the company communicates through various channels, such as meetings, training sessions, or documents distributed to all employees. Additionally, the company has made its code of ethics and business conduct available on the company's website at https://teeraporncIinic.com/corporate-governance/

Participation in anti-corruption networks

Participation or declaration of intent to join anti-corruption networks	:	No

Information on material changes and developments in policy and corporate governance system over the past year

Material changes and developments related to the review of policy and guidelines in corporate governance system or board of directors charter

In the past year, did the company review the corporate governance policy and guidelines, or board of directors charter	:	Yes
Material changes and developments in policy and guidelines over the past year	:	Yes

The Board of Directors Meeting of Aesthetic Connect Public Company Limited No. 1/2567, held on February 22, 2024, reviewed the corporate governance policies, practices, and the board charter to align with the company's business operations and the current situation as follows:

1.Organizational Chart
2.Approval Authority and Decision-Making at Various Levels
3.Approval of the Board Charter, Sub-committee Charters, Scope of Authority of the Managing Director, and Company Secretary
4.Approval of the Following Policies:

4.1 Related Party Transaction Policy
4.2 Investment Policy in Subsidiaries and Affiliates
4.3 Policy on Reporting Securities Holdings and Use of Inside Information
4.4 Corporate Governance Principles Policy
4.5 Business Code of Ethics and Conduct
4.6 Anti-Corruption Policy
4.7 Risk Management Policy
4.8 Corporate Social Responsibility, Environmental Responsibility, and Stakeholder Policy for the Sustainability of the Business and Society
4.9 Succession Planning Policy
4.10 Whistleblower Policy and Practices
4.11 Information Technology Policy
4.12 Personal Data Protection (PDPA) Policy
4.13 Conflict of Interest Prevention Policy
4.14 Disclosure Policy
4.15 Consolidated Financial Statement Submission Policy
4.16 Supply Chain Management Policy
4.17 Sustainable Development Policy
4.18 Human Resource Management and Development Policy
4.19 Social and Environmental Responsibility Policy Regarding Greenhouse Gas Emissions (Carbon Footprint)
4.20 Accounting Policy
4.21 Management Policy on Fixed Assets
4.22 Medical Fee Policy
4.23 Financial Management Policy
4.24 Procurement Policy
4.25 Inventory and Warehouse Management Policy
4.26 Sales and Marketing Policy
4.27 Dividend Payment Policy
4.28 Accounting Policy on Patient Compensation Provisions and Revenue Discounts

The company has made significant changes and developments regarding its policies and practices as follows:

Key Policy Updates and Revisions:

1. Accounting Policy

Amendments: Added provisions for the contributory provident fund program and asset depreciation.

2. Fixed Asset Management Policy

The adjustments made involve the review of the useful life as follows:

Asset Type	Useful Life (Depreciation) Years
Land	
Land Improvements	5 - 40 years
Buildings and Building Improvements	20 - 40 years
Leasehold Improvements	Based on the remaining lease term of the building
Systems Works	10 - 20 years
Medical Equipment and Devices	5 - 15 years
Office Equipment and Supplies	5 - 15 years
Other Equipment and Supplies	5 - 10 years
Computers and Computer Equipment	3 - 10 years
Vehicles	5 - 10 years
Intangible Assets and Computer Programs	Based on the useful life

Implementation of the CG Code for listed companies

Implementation of the CG Code as prescribed by the SEC	:	Mostly used in practice

Aesthetic Connect Co., Ltd. (Public Company) recognizes the importance of good corporate governance as a key factor in promoting efficient operations and sustainable growth, which will ultimately benefit all stakeholders, including employees, investors, shareholders, and other interested parties. Therefore, the companys board of directors has deemed it important to develop a policy on good corporate governance principles. This policy covers key principles, including the structure, roles, duties, and responsibilities of the board, as well as the principles for managing the company transparently, clearly, and with accountability. This ensures that the companys operations are conducted fairly, ethically, and with the best interests of shareholders and stakeholders in mind. The aim is to enhance the companys credibility with shareholders and stakeholders and to create long-term value for the business, aligning with the goals of both the business sector, investors, the capital market, and society as a whole. The company will also review and update its corporate governance principles annually to ensure they are in line with changes resulting from business operations, the environment, circumstances, or regulations. The board of directors places significant emphasis on adhering to good corporate governance principles, which include the following 8 practices (Details are provided in the Attachment 5 Corporate Governance Policy and Practices)

Practice 1: Roles and Responsibilities of the Board

Practice 2: Objectives and Main Goals of the Company

Practice 3: Enhancing the Effectiveness of the Board

Practice 4: Recruitment and Development of Senior Management and Human Resources

Practice 5: Promoting Innovation and Responsible Business Practices

Practice 6: Ensuring Appropriate Risk Management and Internal Control Systems

Practice 7: Maintaining Financial Integrity and Transparency in Disclosure

Practice 8: Supporting Shareholder Engagement and Communication

Other corporate governance performance and outcomes

The results of the company's commitment to corporate governance and sustainable business development, as well as the promotion of these principles among the companys personnel for practical implementation, are reflected in the following achievements:

-The company received the Corporate Governance Report of Thai Listed Companies - CGR for 2024, issued by the Thai Institute of Directors (IOD), and was rated at the Excellent Level (5 stars).

-The company was evaluated on the quality of its Annual General Meeting (AGM) for 2024, according to the Thai Investors Associations AGM Checklist, and scored 92 points.

Corporate Governance Structure

Information on corporate governance structure

Corporate governance structure

Corporate governance structure diagram

Corporate governance structure as of date : 31 Dec 2024

Information on the board of directors

Information on the board of directors

Composition of the board of directors(1)

	2022		2023		2024	
	Male (persons)	Female (persons)	Male (persons)	Female (persons)	Male (persons)	Female (persons)
Total directors	8		9		8	
	7	1	8	1	7	1
Executive directors	0		6		5	
	0	0	5	1	4	1
Non-executive directors	2		3		3	
	2	0	3	0	3	0
Independent directors	2		3		3	
	2	0	3	0	3	0
Non-executive directors who have no position in independent directors	0		0		0	
	0	0	0	0	0	0

	2022		2023		2024	
	Male (%)	**Female (%)**	**Male (%)**	**Female (%)**	**Male (%)**	**Female (%)**
Total directors	100.00		100.00		100.00	
	87.50	12.50	88.89	11.11	87.50	12.50
Executive directors	0.00		66.67		62.50	
	0.00	0.00	55.56	11.11	50.00	12.50
Non-executive directors	25.00		33.33		37.50	
	25.00	0.00	33.33	0.00	37.50	0.00
Independent directors	25.00		33.33		37.50	
	25.00	0.00	33.33	0.00	37.50	0.00
Non-executive directors who have no position in independent directors	0.00		0.00		0.00	
	0.00	0.00	0.00	0.00	0.00	0.00

Additional explanation : *Displayed % (percentage) from proportion of total board of directors*

	2022		2023		2024	
	Male (years)	**Female (years)**	**Male (years)**	**Female (years)**	**Male (years)**	**Female (years)**
Average age of board of directors	0		57		60	
	0	0	56	64	59	65

Remark: *[1] Further details and director profiles are provided in Attachment 1: "Details of Directors, Executives, Persons with Controlling Authority, Individuals Responsible for Accounting and Financial Operations, Individuals Directly Responsible for Accounting Supervision, and the Company Secretary."*

The information on each director and controlling person

List of the board of directors(2)

List of directors	Position	First appointment date of director	Skills and expertise
1. Mr. APICHATI SIVAYATHORN Gender: Male Age : 76 years Highest level of education : Bachelor's degree Study field of the highest level of education : Medicine Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesnt Have Legal offenses in the past 5 years (*) : Doesnt Have DAP course : Yes DCP course : No **Shareholding in the company** • Direct shareholding : 100,000 Shares (0.028571 %)	Chairman of the board of directors (Non-executive directors, Independent director) Authorized directors as per the companys certificate of registration : No Type of director : Continuing director (Full term of directorship and being re-appointed as a director)	10 Feb 2023	Business Administration, Health Care Services, Risk Management, Corporate Management

List of directors	Position	First appointment date of director	Skills and expertise
2. Mr. SOMBOON WONGRASSAMEE Gender: Male Age : 62 years Highest level of education : Bachelor's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesnt Have Legal offenses in the past 5 years (*) : Doesnt Have DAP course : No DCP course : Yes	Director (Non-executive directors, Independent director) Authorized directors as per the companys certificate of registration : No Type of director : Existing director	10 Feb 2023	Business Administration, Engineering, Accounting, Finance, Corporate Management
3. Mr. KIRKCHAI CHAIYATHAM Gender: Male Age : 66 years Highest level of education : Master's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesnt Have Legal offenses in the past 5 years (*) : Doesnt Have DAP course : Yes DCP course : No	Director (Non-executive directors, Independent director) Authorized directors as per the companys certificate of registration : No Type of director : Existing director	9 Feb 2023	Business Administration, Law, Banking, Risk Management, Public Administration

List of directors	Position	First appointment date of director	Skills and expertise
4. Mr. CHOLADHIS SINRACHTANANT Gender: Male Age : 76 years Highest level of education : Bachelor's degree Study field of the highest level of education : Medicine Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Have Legal offenses in the past 5 years (*) : Doesnt Have DAP course : Yes DCP course : No	Director (Executive directors) Authorized directors as per the companys certificate of registration : Yes Type of director : Continuing director (Full term of directorship and being re-appointed as a director)	10 Feb 2023	Business Administration, Health Care Services, Corporate Management
5. Cdr. SUWANNEE JIRAYANGYUEN Gender: Female Age : 65 years Highest level of education : Bachelor's degree Study field of the highest level of education : Medicine Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Have Legal offenses in the past 5 years (*) : Doesnt Have DAP course : Yes DCP course : No	Director (Executive directors) Authorized directors as per the companys certificate of registration : Yes Type of director : Existing director	10 Feb 2023	Business Administration, Health Care Services, Corporate Management

List of directors	Position	First appointment date of director	Skills and expertise
6. Mr. CHAKCHALAT SINRACHATANANT Gender: Male Age : 28 years Highest level of education : Bachelor's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Have Legal offenses in the past 5 years (*) : Doesnt Have DAP course : Yes DCP course : No	Director (Executive directors) Authorized directors as per the companys certificate of registration : Yes Type of director : Existing director	10 Feb 2023	Business Administration, Marketing, Corporate Management
7. Mr. CHAIYOT DENARIYAKUL Gender: Male Age : 63 years Highest level of education : Master's degree Study field of the highest level of education : Political Science Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesnt Have Legal offenses in the past 5 years (*) : Doesnt Have DAP course : Yes DCP course : No	Director (Executive directors) Authorized directors as per the companys certificate of registration : No Type of director : Continuing director (Full term of directorship and being re-appointed as a director)	10 Feb 2023	Health Care Services, Sustainability, Risk Management, Public Administration, Corporate Management

List of directors	Position	First appointment date of director	Skills and expertise
8. Mr. KONGSAK TECHAWIBUNPHON Gender: Male Age : 42 years Highest level of education : Bachelor's degree Study field of the highest level of education : Medicine Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesnt Have Legal offenses in the past 5 years (*) : Doesnt Have DAP course : Yes DCP course : No	Director (Executive directors) Authorized directors as per the companys certificate of registration : No Type of director : Existing director	10 Feb 2023	Health Care Services, Corporate Social Responsibility, Risk Management, Corporate Management

Additional explanation:

(*) Any offense under the Securities and Exchange Act B.E. 2535 (1992) or the Derivatives Act B.E. 2546 (2003),only in the following cases:

(1) Dishonest act or gross negligence

(2) Disclosure or dissemination of false information or statements that may be misleading or conceal material facts that should be notified, which may affect decision making of shareholders, investors or other parties involved

(3) Unfair acts or exploitation of investors in trading securities or derivatives, or participation in, or support to, such acts.

(**) Shareholdings by persons related to directors or executives as prescribed in Section 59 of the Securities and Exchange Act B.E. 2535 (1992), such as spouses or cohabiting couple (unmarried couples living together openly), minor children, etc.

Remark: *(2) Authorized Signatories of the Company The authorized signatories of the company are Lieutenant Commander Dr. Suwannee Jirayungyuen, M.D., signing jointly with either Associate Professor Dr. Chontit Sinrattananon, M.D., or Mr. Jakkrachal Sinrattananon, making a total of two signatories, with the companys official seal affixed.*

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

List of directors	Position	Date of resignation / termination	Replacement director

List of directors	Position	Date of resignation / termination	Replacement director
1. Mr. PALAPONG CHAYANGSU Gender: Male Age : 44 years Highest level of education : Bachelor's degree Study field of the highest level of education : Medicine Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesnt Have Legal offenses in the past 5 years (*) : Doesnt Have DAP course : Yes DCP course : No	Director (Executive directors) Authorized directors as per the companys certificate of registration : No	30 Dec 2024	-

Additional explanation:

(*) Any offense under the Securities and Exchange Act B.E. 2535 (1992) or the Derivatives Act B.E. 2546 (2003),only in the following cases:
(1) Dishonest act or gross negligence
(2) Disclosure or dissemination of false information or statements that may be misleading or conceal material facts that should be notified, which may affect decision making of shareholders, investors or other parties involved
(3) Unfair acts or exploitation of investors in trading securities or derivatives, or participation in, or support to, such acts.
(**) Shareholdings by persons related to directors or executives as prescribed in Section 59 of the Securities and Exchange Act B.E. 2535 (1992), such as spouses or cohabiting couple (unmarried couples living together openly), minor children, etc.

List of the board of directors by position

List of the board of directors	Position	Executive directors	Non-executive directors	Independent directors	Non-executive directors who have no position in independent directors	Authorized directors as per the companys certificate of registration
1. Mr. APICHATI SIVAYATHORN	Chairman of the board of directors		✔	✔		
Total (persons)		**5**	**3**	**3**	**0**	**3**

List of the board of directors	Position	Executive directors	Non-executive directors	Independent directors	Non-executive directors who have no position in independent directors	Authorized directors as per the companys certificate of registration
2. Mr. SOMBOON WONGRASSAMEE	Director		✔	✔		
3. Mr. KIRKCHAI CHAIYATHAM	Director		✔	✔		
4. Mr. CHOLADHIS SINRACHTANANT	Director	✔				✔
5. Cdr. SUWANNEE JIRAYANGYUEN	Director	✔				✔
6. Mr. CHAKCHALAT SINRACHATANANT	Director	✔				✔
7. Mr. CHAIYOT DENARIYAKUL	Director	✔				
8. Mr. KONGSAK TECHAWIBUNPHON	Director	✔				
Total (persons)		5	3	3	0	3

Overview of director skills and expertise

Skills and expertise	Number (persons)	Percent (%)
1. Banking	1	12.50
2. Health Care Services	5	62.50
3. Law	1	12.50
4. Marketing	1	12.50

Skills and expertise	Number (persons)	Percent (%)
5. Accounting	1	12.50
6. Finance	1	12.50
7. Corporate Social Responsibility	1	12.50
8. Sustainability	1	12.50
9. Corporate Management	7	87.50
10. Engineering	1	12.50
11. Risk Management	4	50.00
12. Public Administration	2	25.00
13. Business Administration	6	75.00

Information about the other directors (*)(**)

	2022	2023	2024
The chairman of the board and the highest-ranking executive are from the same person	-	-	No
The chairman of the board is an independent director	-	-	Yes
The chairman of the board and the highest-ranking executive are from the same family	-	No	No
Chairman is a member of the executive board or taskforce	-	-	No
The company appoints at least one independent director to determine the agenda of the board of directors meeting	-	No	Yes

Additional explanation :

(*) Composition of the Board of Directors is calculated from the Board of Directors data in the year 2022 onwards

(**) If a remark is specified, the remark from the most recent year will be displayed

The measures for balancing the power between the board of directors and the Management

The measures for balancing the power between the : Have

board of directors and the Management		
Methods of balancing power between the board of directors and Management	:	Others : The Chairman of the Board is not the highest ranking executive and is not a family member of the highest ranking executive. The Chairman of the Board is an independent director.

The Chairman of the Board is not the Chief Executive Officer and is not a family member of the Chief Executive Officer. The Chairman of the Board is an independent director, ensuring a clear separation of roles between the Chairman and the Chief Executive Officer.
The independent directors meet the required number and qualifications in accordance with the regulations of the Securities and Exchange Commission (SEC) and the Stock Exchange of Thailand (SET) and are able to express their opinions independently.
Further details are outlined in the Corporate Governance Policy, Principle 3: Strengthening an Effective Board of Directors.

Information on the roles and duties of the board of directors

Board charter	:	Have

Board of Directors Charter

The Board of Directors, as a representative of the shareholders, has the duty to oversee the management of the company to comply with laws, announcements, regulations, rules, and other relevant laws, as well as the objectives and regulations of the company, and to ensure that the management operates under the corporate governance policy, is socially responsible, in order to promote the confidence of shareholders, the public, and all stakeholders.
1. Objectives
The Board of Directors is responsible to the shareholders for the company's business operations, overseeing the business to meet the goals and guidelines that will maximize shareholder value, taking into account the interests of all stakeholders. The Board of Directors has the duty to comply with the law, the objectives, the company's regulations, and the resolutions of the shareholders' meeting by performing their duties with honesty, integrity, and prudence in safeguarding the interests of shareholders and stakeholders both in the short and long term. And to ensure that the company's operations are in the direction that will maximize benefits for shareholders and stakeholders, the Board of Directors will ensure that the company's vision, mission, goals, policies, operational direction, strategic plans, annual work plans, and budgets are prepared. The Board of Directors will jointly express their opinions to ensure a common understanding of the overall business before considering approval and monitoring the management to achieve the set goals by adhering to the guidelines of the Stock Exchange of Thailand and the Securities and Exchange Commission.
2. Composition of the Board of Directors
2.1 The Board of Directors shall consist of at least 5 directors, whereby no less than one-half (1/2) of the total number of directors must be domiciled in Thailand and shall include at least 3 independent directors or should be no less than 1 in 3 of the total Board of Directors.
2.2 Shareholders are responsible for approving the appointment of the Board of Directors.
2.3 The Board of Directors shall elect one of its members as Chairman of the Board.
2.4 The appointment of directors shall be in accordance with the company's regulations and the provisions of relevant laws. The process must be transparent and clear, with consideration from the shareholders.
3. Qualifications of Directors
3.1 Have the qualifications to be a director as stipulated by the Public Limited Company Act, the Securities and Exchange Act, and the company's regulations, including not having any prohibited characteristics as stipulated in the

regulations of the Public Limited Company Act and must not have characteristics that indicate a lack of suitability to be trusted to manage a business with the public as a shareholder as announced by the Securities and Exchange Commission.

3.2 Have leadership, vision, and an understanding of the nature of the company's business.

3.3 All directors must be able to perform their duties and express their opinions independently and be able to devote sufficient time to performing their duties.

4. Term of Office

At each Annual General Meeting of Shareholders, one-third of the directors shall retire from office. If the number of directors cannot be divided into three equal parts, the number closest to one-third shall retire. The directors who must retire in the first and second years after the company's registration shall be determined by drawing lots. In subsequent years, the directors who have been in office the longest shall retire. Directors who retire by rotation may be re-elected. In addition to retirement by rotation, a director shall vacate office upon:

1. Death
2. Resignation
3. Lack the qualifications or have prohibited characteristics under the Public Limited Company Act or have characteristics that indicate a lack of suitability to be trusted to manage a business with the public as a shareholder, as announced by the Securities and Exchange Commission.
4. The shareholders' meeting resolves to remove a director by a vote of not less than 3/4 of the total votes of the shareholders present at the meeting and entitled to vote, and holding not less than one-half of the total shares held by the shareholders present at the meeting and entitled to vote.
5. The court orders the removal. In the event that the entire Board of Directors vacates office, the outgoing Board of Directors shall remain in office to carry on the business of the company only to the extent necessary until a new Board of Directors is appointed. In the event that a vacancy on the Board of Directors occurs for any reason other than retirement by rotation, the Board of Directors shall appoint a qualified person to fill the vacancy at the next Board of Directors meeting, unless the remaining term of office of such director is less than 2 months. The person appointed to fill the vacancy shall hold office only for the unexpired term of the director being replaced.

5. Scope of Authority and Responsibilities of the Board of Directors

The Board of Directors has the power, duties, and responsibilities to manage the company in accordance with the law, the objectives and regulations of the company, as well as the resolutions of the shareholders' meeting in accordance with the law, with honesty, integrity, and prudence in safeguarding the interests of the company. The key powers and duties are summarized as follows:

5.1 Hold an Annual General Meeting of Shareholders within 4 months from the end of the company's accounting period.

5.2 Hold a Board of Directors meeting at least once every 3 months.

5.3 Ensure that the company's financial statements and statement of comprehensive income are prepared as of the end of the company's accounting period, which have been audited by a certified public accountant, and presented to the shareholders' meeting for consideration and approval.

5.4 The Board of Directors may delegate any one or more of its powers to one or more directors or any other person to act on its behalf, subject to the control of the Board of Directors, or may delegate such powers to such person as the Board of Directors deems appropriate and for such period as the Board of Directors deems appropriate. The Board of Directors may revoke, withdraw, modify, or replace the person delegated or the powers delegated as it deems appropriate. The Board of Directors may delegate powers and duties to the directors to perform various tasks, with details of the delegation of authority in accordance with the scope of authority and duties of the directors. Such delegation of authority must not be such as to enable the directors to consider and approve transactions in which they or persons who may have a conflict of interest have an interest or other conflict of interest with the company or its subsidiaries (if any), except for the approval of transactions that are in accordance with the policies and criteria already considered and approved by the Board of Directors.

5.5 Establish policies, guidelines, work plans, and budgets for the company. Supervise and oversee the management and administration of the directors to comply with the assigned policies, except for the following matters, the Board of Directors must obtain approval from the shareholders' meeting before proceeding: matters that the law requires to be approved by the shareholders' meeting, such as capital increases, capital reductions, sales or transfers of all or a significant portion of the company's business to other persons, or acquisitions or takeovers of other companies to become part of the company, amendments to the Memorandum of Association or Articles of Association, etc. In addition, the Board of Directors also has the duty to oversee the company's compliance with the Public Limited Company Act, the Securities and Exchange Act, the regulations of the Stock Exchange of Thailand, such as related party transactions and the acquisition or disposal of major assets according to the regulations of the Stock Exchange of Thailand, and other laws related to the company's business.
5.6 Consider the management structure, appoint directors and other committees as appropriate.
5.7 Continuously monitor the company's performance to ensure that it is in line with the plans and budgets.
5.8 Directors shall not engage in any business that is of the same nature and competes with the business of the company, or become a partner in a general partnership, or an unlimited liability partner in a limited partnership, or a director of a private company or other company that engages in any business that is of the same nature and competes with the business of the company, whether for their own benefit or for the benefit of others, unless they have notified the shareholders' meeting prior to the resolution to appoint them.
5.9 Directors must notify the company without delay if they have a direct or indirect interest in any contract entered into by the company or if their shareholding or debenture holding increases or decreases, whether in the company or its subsidiaries.
6. Roles and Responsibilities of the Chairman of the Board
The Chairman of the Board has the following scope of authority, duties, and responsibilities:
6.1 Preside over Board of Directors meetings and conduct the meetings effectively in accordance with the agenda, the company's regulations, or relevant laws. 6.2 In performing the duties of the chairman at the Board of Directors meeting, in the event that a vote is taken and the votes are tied, the chairman shall cast an additional vote as a tie-breaker.
6.3 Support the Board of Directors in performing their duties effectively and in accordance with good corporate governance principles.
6.4 Ensure that there are Board of Directors meetings without the presence of directors from the management.
6.5 Preside over shareholders' meetings and conduct the meetings effectively in accordance with the company's regulations or relevant laws.
7. Board Meetings
7.1 Hold at least 4 meetings per year, with meeting dates scheduled one year in advance, and additional special meetings may be held as necessary.
7.2 The Chairman of the Board and the Chief Executive Officer are responsible for overseeing and approving the meeting agenda.
7.3 The company secretary is responsible for sending the meeting invitation along with the meeting agenda and supporting documents to the directors no less than 7 days in advance to allow the directors time to study before the meeting.
7.4 At a Board of Directors meeting, directors who have a material interest in the matter under consideration must leave the meeting during the consideration of that matter.
7.5 At the time the Board of Directors makes a resolution at the meeting, there must be no less than 2/3 of the total number of directors present.
8. Quorum
At a Board of Directors meeting, a quorum shall be not less than one-half of the total number of directors. In the event that the Chairman of the Board is not present at the meeting or is unable to perform his or her duties, the directors present at the meeting shall elect one of their number to preside over the meeting. Resolutions of the meeting shall be decided by a majority vote, with each director having one vote, except that a director who has an interest in any

matter shall not be entitled to vote on that matter. If the votes are tied, the chairman of the meeting shall have the casting vote. In the event that vacancies on the Board of Directors reduce the number of directors to less than a quorum, the remaining directors may act on behalf of the Board of Directors, but only to the extent of calling a shareholders' meeting to elect directors to fill all vacancies, and such shareholders' meeting must be held within 1 month from the date on which the number of directors falls below a quorum.

9. Authority of the Board of Directors

The Board of Directors has the authority to approve various matters of the company within the scope of duties stipulated by law, the company's regulations, the Board of Directors Charter, and resolutions of the shareholders' meeting, including setting and reviewing the vision, business strategy, operational master plan, risk management policy, budget plan, annual business plan, medium-term business plan, setting desired performance targets, monitoring and evaluating performance to ensure alignment with the established plan, and overseeing capital expenditures, mergers and acquisitions, business separations, and joint ventures.

10. Subcommittees

The Board of Directors may appoint one or more subcommittees to support the work of the Board of Directors. Such subcommittees will be responsible for considering and reviewing specific important matters to assist in the performance of the duties of the Board of Directors. The Board of Directors will approve the appointment of members of the subcommittees, the issuance of the subcommittees' charters, and the establishment of various regulations related to the composition of the subcommittees and their responsibilities, as well as other matters related to the subcommittees as the Board of Directors deems appropriate. Each year, the Board of Directors will review the charter of each subcommittee.

11. Board of Directors Remuneration

Authorize the Nomination and Remuneration Committee to establish policies regarding monetary and non-monetary remuneration. The remuneration consideration process must be transparent, appropriate to the duties and responsibilities, and comparable to industry standards. In the event that the Nomination and Remuneration Committee is unable to perform its duties, the Board of Directors shall perform such duties.

12. Disclosure of Information on the Board of Directors

Ensure that the company's financial and non-financial information is disclosed completely, accurately, reliably, consistently, and in a timely manner in accordance with relevant business laws and the regulations of the Stock Exchange of Thailand and the Securities and Exchange Commission.

13. Performance Evaluation

The Board of Directors will conduct an annual performance evaluation of the Board of Directors and report the evaluation results at the Board of Directors meeting.

14. Review and Update of the Charter

This Charter shall be reviewed at least once a year or when there are changes in circumstances.

Reference link for the board charter : https://teerapornclinic.com/eng/corporate-governance/

Information on subcommittees

Information on subcommittees

Information on roles of subcommittees

Roles of subcommittees

Audit Committee

Role

- Audit of financial statements and internal controls
- Others
- -

Scope of authorities, role, and duties

-

Reference link for the charter

-

Executive Committee

Role

- Others
- -

Scope of authorities, role, and duties

-

Reference link for the charter

-

Nomination and Remuneration Committee

Role

- Director and executive nomination
- Remuneration

Scope of authorities, role, and duties

-

Reference link for the charter

-

Risk Management Working Group

Role

- Risk management

Scope of authorities, role, and duties

-

Reference link for the charter

-

Corporate Governance Working Group

Role

• Corporate governance

• Climate-related risks and opportunities governance

Scope of authorities, role, and duties

-

Reference link for the charter

-

Corporate Social Responsibility (CSR) Working Group

Role

• Sustainability development

Scope of authorities, role, and duties

-

Reference link for the charter

-

Information on each subcommittee

List of audit committee

List of directors	Position	Appointment date of audit committee member	Skills and expertise
1. Mr. SOMBOON WONGRASSAMEE(*) Gender: Male Age : 62 years Highest level of education : Bachelor's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residence in Thailand : Yes Expertise in accounting information review : Yes	Chairman of the audit committee (Non-executive directors, Independent director) Director type : Existing director	3 Dec 2021	Business Administration, Engineering, Accounting, Finance, Corporate Management

List of directors	Position	Appointment date of audit committee member	Skills and expertise
2. Mr. APICHATI SIVAYATHORN Gender: Male Age : 76 years Highest level of education : Bachelor's degree Study field of the highest level of education : Medicine Thai nationality : Yes Residence in Thailand : Yes Expertise in accounting information review : No	Member of the audit committee (Non-executive directors, Independent director) Director type : Continuing director (Full term of directorship and being re-appointed as a director)	7 Feb 2022	Business Administration, Health Care Services, Risk Management, Corporate Management
3. Mr. KIRKCHAI CHAIYATHAM Gender: Male Age : 66 years Highest level of education : Master's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residence in Thailand : Yes Expertise in accounting information review : No	Member of the audit committee (Non-executive directors, Independent director) Director type : Existing director	19 Jan 2023	Business Administration, Law, Banking, Risk Management, Public Administration

Additional explanation :

(*) Directors with expertise in accounting information review

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

List of executive committee members

List of committee members	Position	Appointment date of executive committee member

List of committee members	Position	Appointment date of executive committee member
1. Mr. CHOLADHIS SINRACHTANANT Gender: Male Age : 76 years Highest level of education : Bachelor's degree Study field of the highest level of education : Medicine Thai nationality : Yes Residence in Thailand : Yes	The chairman of the executive committee	1 Mar 2022
2. Mr. CHAIYOT DENARIYAKUL Gender: Male Age : 63 years Highest level of education : Master's degree Study field of the highest level of education : Political Science Thai nationality : Yes Residence in Thailand : Yes	Member of the executive committee	31 Mar 2022
3. Cdr. SUWANNEE JIRAYANGYUEN Gender: Female Age : 65 years Highest level of education : Bachelor's degree Study field of the highest level of education : Medicine Thai nationality : Yes Residence in Thailand : Yes	Member of the executive committee	31 Mar 2022
4. Mr. KONGSAK TECHAWIBUNPHON Gender: Male Age : 42 years Highest level of education : Bachelor's degree Study field of the highest level of education : Medicine Thai nationality : Yes Residence in Thailand : Yes	Member of the executive committee	31 Mar 2022

List of committee members	Position	Appointment date of executive committee member
5. Mrs. Daranee Dhubkaen Gender: Female Age : 66 years Highest level of education : Master's degree Study field of the highest level of education : Economics Thai nationality : Yes Residence in Thailand : Yes	Member of the executive committee	31 Mar 2022
6. Mr. CHAKCHALAT SINRACHATANANT Gender: Male Age : 28 years Highest level of education : Bachelor's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residence in Thailand : Yes	Member of the executive committee	31 Mar 2022

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

List of directors	Position	Date of resignation / termination	Replacement committee member
1. Mr. PALAPONG CHAYANGSU Gender: Male Age : 44 years Highest level of education : Bachelor's degree Study field of the highest level of education : Medicine Thai nationality : Yes Residence in Thailand : Yes Expertise in accounting information review : Yes	Member of the executive committee	30 Dec 2024	-

Other Subcommittees

Subcommittee name	Name list	Position
Nomination and Remuneration Committee	Mr. SOMBOON WONGRASSAMEE	The chairman of the subcommittee (Independent director)
	Mr. KIRKCHAI CHAIYATHAM	Member of the subcommittee (Independent director)
	Cdr. SUWANNEE JIRAYANGYUEN	Member of the subcommittee
Risk Management Working Group	Mr. CHAIYOT DENARIYAKUL	The chairman of the subcommittee
	Mr. KONGSAK TECHAWIBUNPHON	Vice-chairman of the subcommittee
	Mr. KUNTAPHAT MAHAMAT	Member of the subcommittee
	Ms. PHUMMARIN SRIWONGCHAI	Member of the subcommittee
	Ms. PRANPAPANAT PUMIPAT	Member of the subcommittee
Corporate Governance Working Group	Mr. SOMBOON WONGRASSAMEE	The chairman of the subcommittee (Independent director)
	Mr. KIRKCHAI CHAIYATHAM	Member of the subcommittee (Independent director)
	Cdr. SUWANNEE JIRAYANGYUEN	Member of the subcommittee
Corporate Social Responsibility (CSR) Working Group	Mr. CHAIYOT DENARIYAKUL	The chairman of the subcommittee
	Mr. KONGSAK TECHAWIBUNPHON	Vice-chairman of the subcommittee
	Mr. KUNTAPHAT MAHAMAT	Member of the subcommittee
	Ms. PRANPAPANAT PUMIPAT	Member of the subcommittee
	Ms. NATTHIDA SAENGKAEWSUK	Member of the subcommittee

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

Information on the executives

Information on the executives

List and positions of the executive

List of the highest-ranking executive and the next four executives

List of executives	Position	First appointment date	Skills and expertise
1. Mr. CHOLADHIS SINRACHTANANT Gender: Male Age : 76 years Highest level of education : Bachelor's degree Study field of the highest level of education : Medicine Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : No	Chief Executive Officer (The highest-ranking executive)	1 Mar 2022	Business Administration, Health Care Services, Corporate Management
2. Mr. CHAIYOT DENARIYAKUL Gender: Male Age : 63 years Highest level of education : Master's degree Study field of the highest level of education : Political Science Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : No	Deputy Chief Executive Officer	1 Mar 2022	Health Care Services, Sustainability, Risk Management, Public Administration, Corporate Management

List of executives	Position	First appointment date	Skills and expertise
3. Mr. KONGSAK TECHAWIBUNPHON Gender: Male Age : 42 years Highest level of education : Bachelor's degree Study field of the highest level of education : Medicine Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : No	Chief Operating Officer	1 Mar 2022	Health Care Services, Corporate Social Responsibility, Risk Management, Corporate Management
4. Mr. CHAKCHALAT SINRACHATANANT Gender: Male Age : 28 years Highest level of education : Bachelor's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : No	Chief Marketing Officer	1 Mar 2022	Business Administration, Marketing, Corporate Management

List of executives	Position	First appointment date	Skills and expertise
5. Cdr. SUWANNEE JIRAYANGYUEN Gender: Female Age : 65 years Highest level of education : Bachelor's degree Study field of the highest level of education : Medicine Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : No	Chief Administrative Officer	9 Jul 2021	Business Administration, Health Care Services, Corporate Management
6. Mrs. Daranee Dhubkaen (*) Gender: Female Age : 66 years Highest level of education : Master's degree Study field of the highest level of education : Economics Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : Yes Accounting supervisor : No	Chief Financial Officer (CFO)	1 Mar 2022	Business Administration, Accounting, Finance, Economics, Internal Control

List of executives	Position	First appointment date	Skills and expertise
7. Mr. KUNTAPHAT MAHAMAT(***) Gender: Male Age : 46 years Highest level of education : Bachelor's degree Study field of the highest level of education : Bachelor of Arts Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : No	Chief Revenue Officer	21 Feb 2025	Corporate Management, Negotiation, Data Management, Marketing
8. Ms. Suvimol Jirayungyurn(***) Gender: Female Age : 51 years Highest level of education : Master's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : No	Chief Administrative Officer	21 Feb 2025	Business Administration, IT Management, Data Analysis, Statistics, Corporate Management

Additional Explanation :

(*) Highest responsibility in corporate accounting and finance
(**) Accounting supervisor
(***) Appointed after the fiscal year end of the reporting year

Organization structure diagram of the highest-ranking executive and the next four executives

Organization structure of the highest-ranking executive and the next four executives as of date : 31 Dec 2024

Organization structure diagram of the highest-ranking executive and the next four executives from the top executive

Remuneration policy for executive directors and executives

o ensure transparency in the process of determining remuneration and other benefits for the Board of Directors, subcommittees, and executives in accordance with good corporate governance principles, the company has established policies and guidelines for setting remuneration and other benefits as follows:

1. Process for Determining Remuneration for Directors and Subcommittees

The Nomination and Remuneration Committee is responsible for reviewing and determining the remuneration and other benefits for the Board of Directors and subcommittees. These determinations are proposed to the Board of Directors for consideration, ensuring they align with necessity, appropriateness to duties and responsibilities, performance, and comparisons with similar businesses, as well as the expected benefits from the directors. The final proposal is then submitted to the shareholders' meeting for approval.

2. Executive Remuneration

The company determines executive remuneration at an appropriate level, ensuring alignment with the company's performance. Consideration is given to organizational goals, business performance, and the roles and responsibilities of executives. The remuneration for executives is paid based on criteria and policies set forth by the Nomination and Remuneration Committee.

Does the board of directors or the remuneration committee have an opinion on the remuneration policy for executive directors and executives	:	Have

Board of Directors' Opinion on Remuneration for the Year 2024

Objectives and Rationale

According to Section 90 of the Public Limited Companies Act and Article 35 of the Companys Articles of Association, directors are entitled to receive remuneration from the company as stipulated in the companys regulations or as determined by the shareholders' meeting. Approval of such remuneration requires at least a two-thirds majority vote of the shareholders present at the meeting. The remuneration may be set as a fixed amount, based on specific criteria, or determined on a case-by-case basis, with the possibility of being adjusted by subsequent shareholder resolutions.

The Board of Directors has reviewed and established a fair and reasonable remuneration policy for both the Board of Directors and subcommittees, in alignment with good corporate governance principles. The Nomination and Remuneration Committee has been assigned the responsibility of determining appropriate remuneration levels that are consistent with the companys strategy, long-term goals, performance, and assigned responsibilities. The remuneration is benchmarked against other listed companies within the same industry and similar-sized firms to ensure competitiveness and retention of high-quality directors.

The Board of Directors has reviewed the remuneration structure proposed by the Nomination and Remuneration Committee and believes that the proposed structure will support and enhance the Boards effectiveness. Therefore, it is proposed that the shareholders meeting approve the remuneration of directors and subcommittee members for the year 2024, as detailed below, with a comparison to the year 2023.

Remuneration for the Board of Directors Meeting

Allowance Position Chairman 2024 10,000 Baht per Meeting 2023 10,000 Baht per Meeting

Director2024 8,000 Baht per Meeting 2023 8,000 Baht per Meeting

Board Bonus Position 2024 Chairman & Directors 200,000 Baht per Year per person 2023 (None)

Remuneration for the Audit Committee and Other

Subcommittees Meeting Allowance for Non-Executive Directors Position 2024 Chairman10,000 Baht per Meeting. 2023 Director 8,000 Baht per Meeting

Other Benefits None for both years

Board of Directors' Opinion

The Board of Directors, in agreement with the Nomination and Remuneration Committee, deems it appropriate to propose the remuneration for directors and subcommittee members for the year 2024 to the shareholders meeting for approval, as outlined above.

Remuneration of executive directors and executives

Monetary remuneration of executive directors and executives

	2022	2023	2024
Total remuneration of executive directors and executives (baht)	7,984,200.00	8,942,220.00	10,753,260.00
Total remuneration of executive directors (baht)	560,000.00	588,000.00	2,346,000.00
Total remuneration of executives (baht)	7,424,200.00	8,354,220.00	8,407,260.00

Director Remuneration (for Directorial Roles Only)

For the fiscal years ending December 31, 2025, December 31, 2026, and December 31, 2027, the company paid remuneration to nine directors, including members of subcommittees, totaling 0.560 million baht, 0.588 million baht, and 2.346 million baht, respectively. The remuneration for the Board of Directors and subcommittee members, as approved by the shareholders meeting each year, was in the form of meeting allowances and director bonuses.

Executive Remuneration

For the fiscal years ending December 31, 2025, December 31, 2026, and December 31, 2027, the company paid remuneration to seven executives, totaling 7.424 million baht, 8.354 million baht, and 8.407 million baht, respectively. The remuneration was provided in the form of salaries, bonuses, and commissions.

Other remunerations of executive directors and executives

	2022	2023	2024
Companys contribution to provident fund for executive directors and executives (Baht)	0.00	40,632.80	49,377.92
Employee Stock Ownership Plan (ESOP)	No	No	No
Employee Joint Investment Program (EJIP)	No	No	No

Other remuneration includes long-term benefits after retirement and provident funds, etc. In 2022, it amounted to 317,837 Baht, in 2023, it amounted to 373,346.86 Baht, and in 2024, it amounted to 460,961.27 Baht.

Outstanding remuneration or benefits of executive directors and executives

Outstanding remuneration or benefits of executive directors and executives in the past year	:	332,714.06
Estimated remuneration of executive directors and	:	411,583.35

executives in the current year

Other significant information

Other significant information

Assigned person

List of persons assigned for accounting oversight

General information	Email	Telephone number
1. Ms. Anchalee Tuntikanit	anchalee.t@teerapornclinic.com	0894876044

List of the company secretary

General information	Email	Telephone number
1. Mrs. Daranee Dhubkaen	daranee.d@teerapornclinic.com	0813036386

List of the head of internal audit or outsourced internal auditor

General information	Email	Telephone number
1. Mr. Parit Buaphuan	theproud.trp@gmail.com	0838322275

List of the head of the compliance unit

Head of investor relations

Does the Company have an appointed head of investor relations : Have

List of the head of investor relations

General information	Email	Telephone number
1. Mr. Kittipon Sriteerakul	investor@teerapornclinic.com	0642608989

Company's auditor

Details of the companys auditor

Audit firms	Audit fee (Baht)	Other service fees	Names and general information of auditors
OFFICE OF PITISEVI COMPANY LIMITED No. 8/4, 1st and 3rd floors, Soi Vibhavadi Rangsit 44, Vibhavadi Rangsit Road. LAT YAO CHATUCHAK Bangkok 10900 Telephone number +66 2941 3584-6,+66 2941 3656-7	870,000.00	Types of non-audit service : Per diem allowances for audit officers performing stock count observation duties on public holidays are as follows: Senior-level officers: 400 Baht per person per day Assistant-level officers: 300 Baht per person per day Other related expenses will be charged based on actual costs. Observation fee for product destruction: 5,000 Baht per occasion (if applicable) Details of non-audit service : Other related expenses, such as transportation costs, will be charged based on actual expenses. Amount paid during the fiscal year 27,525.75 baht Amount to be paid in the future 0.00 baht Total non-audit fee 27,525.75 baht	1. Ms. CHAOVANA VIVATPANACHATI Email: webmaster@pitisevi.com Telephone number: 029413584-6 License number: 4712 2. Ms. WANPEN UNRUAN Email: webmaster@pitisevi.com Telephone number: 029413584-6 License number: 7750 3. Ms. PORNTIP AMORNCHAILERTPATTANA Email: webmaster@pitisevi.com Telephone number: 029413584-6 License number: 9589

Assigned personnel in case of a foreign company

Does the company have any individual assigned to be representatives in Thailand : No

List of designated individuals as representatives in Thailand

Performance Report on Corporate Governance

Information about the summary of duty performance of the board of directors over the past year

Summary of duty performance of the board of directors over the past year

The Board of Directors, as representatives of the shareholders, is responsible for overseeing the company's business operations in compliance with the law, objectives, articles of association, and resolutions of the shareholders' meetings. This includes adhering to the principles of good corporate governance as prescribed by the Stock Exchange of Thailand ("SET") and the 2017 Corporate Governance Code for Listed Companies issued by the Securities and Exchange Commission ("SEC") to ensure sustainable value creation for the company. Additionally, the Board of Directors oversees the establishment of the company's vision, mission, goals, operational direction, strategic plans, budget, and policies. It also monitors the companys performance and financial status on a quarterly basis to ensure the company's adaptability to various changing factors that may impact the business. This enables the company to operate smoothly and enhance its competitive advantage in the future.
Furthermore, the Board ensures the adequacy of the companys internal control system and risk management while ensuring the accurate and complete disclosure of financial reports in accordance with relevant financial reporting standards. This serves to build confidence among investors and shareholders.

Selection, development and evaluation of duty performance of the board of directors

Information about the selection of the board of directors

List of directors whose terms have ended and have been reappointed

List of directors	Position	First appointment date of director	Skills and expertise
Mr. APICHATI SIVAYATHORN	Chairman of the board of directors	10 Feb 2023	Business Administration, Health Care Services, Risk Management, Corporate Management
Mr. CHOLADHIS SINRACHTANANT	Director	10 Feb 2023	Business Administration, Health Care Services, Corporate Management

List of directors	Position	First appointment date of director	Skills and expertise
Mr. CHAIYOT DENARIYAKUL	Director	10 Feb 2023	Health Care Services, Sustainability, Risk Management, Public Administration, Corporate Management

List of newly appointed director to replace the ex-director

List of newly appointed director not being replaced the ex-director

Selection of independent directors

Criteria for selecting independent directors

The Nomination and Remuneration Committee will jointly consider the qualifications of individuals to be appointed as independent directors, based on the qualifications and disqualifications of directors under the Public Limited Companies Act, the Securities and Exchange Act, the announcements by the Securities and Exchange Commission, the Capital Market Supervisory Board, the Stock Exchange of Thailand, as well as relevant regulations and/or rules. These will be presented to the Board of Directors for consideration. The Board will select independent directors from qualified individuals with relevant work experience and other appropriateness factors, in alignment with the companys strategy and business operations. The selected candidates will then be presented to the shareholders meeting for approval of their appointment as directors of the company. According to the Board of Directors' Charter, the Board must consist of at least 5 directors, with no less than half (1/2) of the total number of directors having a domicile in Thailand. The Board must include no less than 3 independent directors, or at least one-third (1/3) of the total Board members. The independent directors must meet the following qualifications:
1.Does not hold more than 1% of the total voting shares of the company, the parent company, subsidiaries, affiliates, major shareholders, or controlling persons of the company. This includes shares held by related persons of the independent director.
2. Has never been or is not currently an executive director, employee, salaried consultant, or controlling person of the company, the parent company, subsidiaries, affiliates, major shareholders, or controlling persons of the company, unless at least 2 years have passed since holding such position.
3.Is not a person who is a relative by blood or law of any other director, executive, major shareholder, controlling person, or any individual proposed to be appointed as a director, executive, or controlling person of the company or its subsidiaries.
4.Has no business relationship or has never had a business relationship with the company, the parent company, subsidiaries, affiliates, major shareholders, or controlling persons of the company in a way that could interfere with the independent judgment. This includes not being or having been a significant shareholder or controlling person of a business with such relationships, unless at least 2 years have passed since the end of such a relationship.
5.Has never been an auditor of the company, the parent company, subsidiaries, affiliates, major shareholders, or controlling persons of the company, and is not a significant shareholder, controlling person, or partner in the audit firm

where auditors of the company, the parent company, subsidiaries, affiliates, major shareholders, or controlling persons of the company are employed, unless at least 2 years have passed since the end of such a relationship.
6.Has never provided professional services, including legal or financial consulting services, for a fee exceeding 2 million Baht per year from the company, the parent company, subsidiaries, affiliates, major shareholders, or controlling persons of the company, and is not a significant shareholder, controlling person, or partner of the service provider, unless at least 2 years have passed since the end of such a relationship.
7.Has never been appointed as a director to represent the directors of the company, major shareholders, or shareholders related to major shareholders. 8.Does not operate a business that competes directly with the company or its subsidiaries, nor is a partner with a significant interest in a partnership or a director with management duties, employee, salaried consultant, or holds more than 1% of the voting shares in any other company that competes directly with the business of the company or its subsidiaries.
9.Has no other characteristics that would prevent them from giving an independent opinion regarding the operations of the company.

Business or professional relationships of independent directors over the past year

Business or professional relationships of independent directors over the past year	:	No

Selection of directors and the highest-ranking executive

Method for selecting directors and the highest-ranking executive

Method for selecting persons to be appointed as directors through the nomination committee	:	Yes
Method for selecting persons to be appointed as the highest-ranking executive through the nomination committee	:	Yes

Number of directors from major shareholders

Number of directors from each group of major shareholders over the past year (persons)	:	0

Rights of minority shareholders on director appointment

The company grants shareholders the right to nominate individuals they deem qualified for consideration in the election of the company's directors. This opportunity is announced on the company's website, and the Corporate Secretary is responsible for compiling the nominations and submitting them to the Nomination and Remuneration Committee for review. The committee evaluates the qualifications of the nominated individuals before providing recommendations to the Board of Directors, which then decides whether to present the nominees to the shareholders' meeting for further consideration. However, no shareholders have submitted any nominations for director election.

Method of director appointment	:	Method whereby each director requires approval votes more than half of the votes of attending shareholders and casting votes

Setting qualifications for the selection of directors

Details of qualifications for the selection of directors

Information on the development of directors

Development of directors over the past year

Details of the development of directors over the past year

List of directors	Participation in training in the past financial year	History of training participation
1. Mr. APICHATI SIVAYATHORN (Chairman of the board of directors, Independent director)	Participating	Thai Institute of Directors (IOD) • 2022: Director Accreditation Program (DAP)
2. Mr. SOMBOON WONGRASSAMEE (Director, Independent director)	Participating	Thai Institute of Directors (IOD) • 2013: Director Certification Program (DCP) • 2003: Director Accreditation Program (DAP) Other • 2024: หลักสูตร Empowering Boards: Enhancing Governance, Standards, and Financial Insights (Display information in Thai language only)

List of directors	Participation in training in the past financial year	History of training participation
3. Mr. KIRKCHAI CHAIYATHAM (Director, Independent director)	Participating	Thai Institute of Directors (IOD) • 2022: Director Accreditation Program (DAP) Other • 2024: • หลักสูตร Board Orientation for New Listed Companies หัวข้อความยั่งยืนของธุรกิจบนพื้นฐานการกำกับดูแลกิจการที่ดี (Display information in Thai language only)
4. Mr. CHOLADHIS SINRACHTANANT (Director)	Participating	Thai Institute of Directors (IOD) • 2022: Director Accreditation Program (DAP)
5. Cdr. SUWANNEE JIRAYANGYUEN (Director)	Participating	Thai Institute of Directors (IOD) • 2021: Director Accreditation Program (DAP) Other • 2024: หลักสูตร Empowering Boards: Enhancing Governance, Standards, and Financial Insights (Display information in Thai language only)
6. Mr. CHAKCHALAT SINRACHATANANT (Director)	Participating	Thai Institute of Directors (IOD) • 2022: Director Accreditation Program (DAP)
7. Mr. CHAIYOT DENARIYAKUL (Director)	Participating	Thai Institute of Directors (IOD) • 2022: Director Accreditation Program (DAP) Other • 2024: หลักสูตร Board Orientation for New Listed Companies หัวข้อความยั่งยืนของธุรกิจบนพื้นฐานการกำกับดูแลกิจการที่ดี (Display information in Thai language only)

List of directors	Participation in training in the past financial year	History of training participation
8. Mr. KONGSAK TECHAWIBUNPHON (Director)	Participating	Thai Institute of Directors (IOD) • 2022: Director Accreditation Program (DAP)

Information on the evaluation of duty performance of directors

Criteria for evaluating the duty performance of the board of directors

Evaluation Criteria and Scoring Summary for Each Item (Out of a Total Score of 4.00):
- Score 3.90 - 4.00: Evaluation Criteria Excellent
- Score 3.80 - 3.89: Evaluation Criteria Very Good
- Score 3.50 - 3.79: Evaluation Criteria Good
- Score 3.00 - 3.49: Evaluation Criteria Fair
-Score Below 3.00: Evaluation Criteria Needs Improvement

Evaluation of the duty performance of the board of directors over the past year

Board Performance Evaluation Summary for 2024
Board (by committee): Average score of 3.85, rated "Very Good."
Board (by individual): Average score of 3.89, rated "Very Good."

Sub-Committee Performance Evaluation Summary for 2024
Executive Committee (by committee): Average score of 3.86, rated "Very Good."
Executive Committee (by individual): Average score of 3.80, rated "Very Good."
Audit Committee (by committee): Average score of 3.98, rated "Excellent."
Audit Committee (by individual): Average score of 4.00, rated "Excellent."
Nomination and Compensation Committee (by committee): Average score of 4.00, rated "Excellent."
Nomination and Compensation Committee (by individual): Average score of 4.00, rated "Excellent."
Corporate Governance Committee (by committee): Average score of 4.00, rated "Excellent."

The CEO performance evaluation for 2024, held by Prof. Dr. Choladhis Sinrachtanant, had an average score of 3.84, rated "Very Good."

Details of the evaluation of the duty performance of the board of directors

List of directors	Assessment form	Grade / Average score received	Grade / Full score
Board of Directors	Group assessment	-	-
	Self-assessment	-	-
	Cross-assessment (assessment of another director)	None	None
Audit Committee	Group assessment	-	-
	Self-assessment	-	-
	Cross-assessment (assessment of another director)	None	None
Nomination and Remuneration Committee	Group assessment	-	-
	Self-assessment	-	-
	Cross-assessment (assessment of another director)	None	None
Executive Committee	Group assessment	-	-
	Self-assessment	-	-
	Cross-assessment (assessment of another director)	None	None
Corporate Governance Working Group	Group assessment	-	-
	Self-assessment	None	None
	Cross-assessment (assessment of another director)	None	None

Performance evaluation criteria for the executives

Performance evaluation criteria for the executives : Yes

Information on meeting attendance and remuneration payment to each board member

Meeting attendance and remuneration payment to each board member

Meeting attendance of the board of directors

Meeting attendance of the board of directors

Number of the board of directors meeting over the past year (times)	:	6
Date of AGM meeting	:	25 Apr 2024
EGM meeting	:	No

Details of the board of directors' meeting attendance

Names of Board members	Meeting attendance of the board of directors			AGM meeting attendance			EGM meeting attendance		
	Attendance (times)	/	Meeting rights (times)	Attendance (times)	/	Meeting rights (times)	Attendance (times)	/	Meeting rights (times)
1. Mr. APICHATI SIVAYATHORN (Chairman of the board of directors, Independent director)	6	/	6	1	/	1		/	
2. Mr. SOMBOON WONGRASSAMEE (Director, Independent director)	6	/	6	1	/	1		/	
3. Mr. KIRKCHAI CHAIYATHAM (Director, Independent director)	6	/	6	1	/	1		/	
4. Mr. CHOLADHIS SINRACHTANANT (Director)	6	/	6	1	/	1		/	

Names of Board members	Meeting attendance of the board of directors			AGM meeting attendance			EGM meeting attendance		
	Attendance (times)	/	Meeting rights (times)	Attendance (times)	/	Meeting rights (times)	Attendance (times)	/	Meeting rights (times)
5. Cdr. SUWANNEE JIRAYANGYUEN (Director)	6	/	6	1	/	1		/	
6. Mr. CHAKCHALAT SINRACHATANANT (Director)	5	/	6	1	/	1		/	
7. Mr. CHAIYOT DENARIYAKUL (Director)	4	/	6	1	/	1		/	
8. Mr. KONGSAK TECHAWIBUNPHON (Director)	6	/	6	1	/	1		/	
9. Mr. PALAPONG CHAYANGSU (Director)	5	/	6	1	/	1		/	

Summary of the board of directors meeting attendance rate

Names of directors	Board of directors meeting attendance rate	AGM meeting attendance rate	EGM meeting attendance rate
1. Mr. APICHATI SIVAYATHORN (Chairman of the board of directors)	6/6 (100.00%)	1/1 (100.00%)	N/A
2. Mr. SOMBOON WONGRASSAMEE (Director)	6/6 (100.00%)	1/1 (100.00%)	N/A
3. Mr. KIRKCHAI CHAIYATHAM (Director)	6/6 (100.00%)	1/1 (100.00%)	N/A

Names of directors	Board of directors meeting attendance rate	AGM meeting attendance rate	EGM meeting attendance rate
4. Mr. CHOLADHIS SINRACHTANANT (Director)	6/6 (100.00%)	1/1 (100.00%)	N/A
5. Cdr. SUWANNEE JIRAYANGYUEN (Director)	6/6 (100.00%)	1/1 (100.00%)	N/A
6. Mr. CHAKCHALAT SINRACHATANANT (Director)	5/6 (83.33%)	1/1 (100.00%)	N/A
7. Mr. CHAIYOT DENARIYAKUL (Director)	4/6 (66.67%)	1/1 (100.00%)	N/A
8. Mr. KONGSAK TECHAWIBUNPHON (Director)	6/6 (100.00%)	1/1 (100.00%)	N/A
9. Mr. PALAPONG CHAYANGSU (Director)	5/6 (83.33%)	1/1 (100.00%)	N/A
Average meeting attendance rate	**92.59%**	**100.00%**	**N/A**

Detailed justification for the Company director's non-attendance at the Board of Directors' meeting

The three directors who were unable to attend the Board of Directors meeting requested leave due to other commitments.

Remuneration of the board of directors

Types of remuneration of the board of directors

The Nomination and Compensation Committee is responsible for setting policies regarding both monetary and non-monetary compensation. The process of determining the compensation and other benefits for the board of directors and its sub-committees must be transparent and appropriate to their duties and responsibilities, in line with industry standards. Monetary Compensation: The Annual General Meeting of Shareholders for the year 2024, held on April 25, 2024, approved the determination of the compensation for the board of directors and its sub-committees for the year 2024. The compensation is set in the form of meeting fees, as previously approved for the board of directors and sub-committees for 2024, with a comparison to 2023 shown as follows:

Remuneration of the board of directors

Details of the remuneration of each director over the past year

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
1. Mr. APICHATI SIVAYATHORN (Chairman of the board of directors, Independent director)			**292,000.00**		**N/A**
Board of Directors (Chairman of the board of directors)	60,000.00	200,000.00	260,000.00	No	
Audit Committee (Member of the audit committee)	32,000.00	0.00	32,000.00	No	
2. Mr. SOMBOON WONGRASSAMEE (Director, Independent director)			**318,000.00**		**N/A**
Board of Directors (Director)	48,000.00	200,000.00	248,000.00	No	
Audit Committee (Chairman of the audit committee)	40,000.00	0.00	40,000.00	No	
Nomination and Remuneration Committee (The chairman of the subcommittee)	10,000.00	0.00	10,000.00	No	
Corporate Governance Working Group (The chairman of the subcommittee)	20,000.00	0.00	20,000.00	No	

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
3. Mr. KIRKCHAI CHAIYATHAM (Director, Independent director)			**304,000.00**		**N/A**
Board of Directors (Director)	48,000.00	200,000.00	248,000.00	No	
Audit Committee (Member of the audit committee)	32,000.00	0.00	32,000.00	No	
Nomination and Remuneration Committee (Member of the subcommittee)	8,000.00	0.00	8,000.00	No	
Corporate Governance Working Group (Member of the subcommittee)	16,000.00	0.00	16,000.00	No	
4. Mr. CHOLADHIS SINRACHTANANT (Director)			**248,000.00**		**N/A**
Board of Directors (Director)	48,000.00	200,000.00	248,000.00	No	
Executive Committee (The chairman of the executive committee)	0.00	0.00	0.00	No	
5. Cdr. SUWANNEE JIRAYANGYUEN (Director)			**248,000.00**		**N/A**

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
Board of Directors (Director)	48,000.00	200,000.00	248,000.00	No	
Executive Committee (Member of the executive committee)	0.00	0.00	0.00	No	
Nomination and Remuneration Committee (Member of the subcommittee)	0.00	0.00	0.00	No	
Corporate Governance Working Group (Member of the subcommittee)	0.00	0.00	0.00	No	
6. Mr. CHAKCHALAT SINRACHATANANT (Director)			**240,000.00**		**N/A**
Board of Directors (Director)	40,000.00	200,000.00	240,000.00	No	
Executive Committee (Member of the executive committee)	0.00	0.00	0.00	No	
7. Mr. CHAIYOT DENARIYAKUL (Director)			**232,000.00**		**N/A**
Board of Directors (Director)	32,000.00	200,000.00	232,000.00	No	
Executive Committee (Member of the executive committee)	0.00	0.00	0.00	No	

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
Risk Management Working Group (The chairman of the subcommittee)	0.00	0.00	0.00	No	
Corporate Social Responsibility (CSR) Working Group (The chairman of the subcommittee)	0.00	0.00	0.00	No	
8. Mr. KONGSAK TECHAWIBUNPHON (Director)			**248,000.00**		**N/A**
Board of Directors (Director)	48,000.00	200,000.00	248,000.00	No	
Executive Committee (Member of the executive committee)	0.00	0.00	0.00	No	
Risk Management Working Group (Vice-chairman of the subcommittee)	0.00	0.00	0.00	No	
Corporate Social Responsibility (CSR) Working Group (Vice-chairman of the subcommittee)	0.00	0.00	0.00	No	
9. Mrs. Daranee Dhubkaen (Member of the executive committee)			**0.00**		**N/A**

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
Executive Committee (Member of the executive committee)	0.00	0.00	0.00	No	
10. Mr. KUNTAPHAT MAHAMAT (Member of the subcommittee)			**0.00**		**N/A**
Risk Management Working Group (Member of the subcommittee)	0.00	0.00	0.00	No	
Corporate Social Responsibility (CSR) Working Group (Member of the subcommittee)	0.00	0.00	0.00	No	
11. Ms. PHUMMARIN SRIWONGCHAI (Member of the subcommittee)			**0.00**		**N/A**
Risk Management Working Group (Member of the subcommittee)	0.00	0.00	0.00	No	
12. Ms. PRANPAPANAT PUMIPAT (Member of the subcommittee)			**0.00**		**N/A**
Corporate Social Responsibility (CSR) Working Group (Member of the subcommittee)	0.00	0.00	0.00	No	

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
Risk Management Working Group (Member of the subcommittee)	0.00	0.00	0.00	No	
13. Ms. NATTHIDA SAENGKAEWSUK (Member of the subcommittee)			**0.00**		**N/A**
Corporate Social Responsibility (CSR) Working Group (Member of the subcommittee)	0.00	0.00	0.00	No	
14. Mr. PALAPONG CHAYANGSU (Director)			**216,000.00**		**N/A**
Board of Directors (Director)	16,000.00	200,000.00	216,000.00	No	
Executive Committee (Member of the executive committee)	0.00	0.00	0.00	No	

Summary of the remuneration of each committee over the past year

Names of board members	Meeting allowance	Other monetary remuneration	Total (Baht)
1. Board of Directors	388,000.00	1,800,000.00	2,188,000.00
2. Audit Committee	104,000.00	0.00	104,000.00

Names of board members	Meeting allowance	Other monetary remuneration	Total (Baht)
3. Executive Committee	0.00	0.00	0.00
4. Nomination and Remuneration Committee	18,000.00	0.00	18,000.00
5. Risk Management Working Group	0.00	0.00	0.00
6. Corporate Governance Working Group	36,000.00	0.00	36,000.00
7. Corporate Social Responsibility (CSR) Working Group	0.00	0.00	0.00

Summary of the remuneration of the board of directors

	2022	2023	2024
Meeting allowance (Baht)	0.00	588,000.00	546,000.00
Other monetary remuneration (Baht)	0.00	6,278,954.05	1,800,000.00
Total (Baht)	0.00	6,866,954.05	2,346,000.00

Remunerations or benefits pending payment to the board of directors

Remunerations or benefits pending payment to the board of directors over the past year (Baht) : 0.00

Information on corporate governance of subsidiaries and associated companies

Corporate governance of subsidiaries and associated companies

Mechanism for overseeing subsidiaries and associated companies

Does the Company have subsidiaries and associated companies : No

Mechanism for overseeing subsidiaries and associated companies : Yes

Mechanism for overseeing management and taking responsibility for operations in subsidiaries and associated companies approved by the board of directors : The appointment of representatives as directors, executives, or controlling persons in proportion to shareholding, The determination of the scope of duties and responsibilities of directors and executives as company representatives in establishing important policies, Disclosure of financial condition and operating results, Transactions between the company and related parties, Other significant transactions, Internal control system of the subsidiary operating the core business is appropriate and sufficient in the subsidiary operating the core business

As of December 31, 2024, the company has not yet established any subsidiaries or joint ventures. According to the company's policy, if investments are made in subsidiaries or joint ventures, company representatives must be appointed as directors in proportion to the investment share. Additionally, the company must oversee internal control systems, financial accounting systems, and ensure the closure of accounts on a quarterly basis to facilitate the preparation of consolidated financial statements.

Information on the monitoring of compliance with corporate governance policy and guidelines

The monitoring of compliance with corporate governance policy and guidelines

Prevention of conflicts of interest

Operations for conflict of interest prevention over the past year

Has the company operated in preventing conflicts of interest over the past year	:	Yes

In 2024, the company reviewed its Conflict of Interest Prevention Policy during the Board of Directors' Meeting No. 1/2024 on February 22, 2024. The policy was subsequently communicated to all directors, executives, and relevant stakeholders to ensure compliance with the following guidelines:

(1) Directors, executives, and employees should refrain from engaging in businesses of the same nature and in competition with the companys business, whether such actions are taken for their own benefit or for the benefit of others, which may cause damage to the company, directly or indirectly. This includes becoming a partner, a shareholder with decision-making power, a director, or an executive in a business of the same nature and in significant competition with the company. Exceptions apply if the company has mechanisms in place to ensure that such actions will not negatively impact the company and will serve the best interests of the company and its shareholders. In any case, if a director, executive, or employee engages in a business of the same nature and in competition with the company, they must report it to the company immediately.

(2) Directors and executives should disclose any business transactions or activities in which they, their family members, relatives, or dependents are personally involved, which may lead to a conflict of interest with the company. This includes investments or interests in business partners or customers of the company, as well as holding any positions, including advisory roles, in business partners or customers of the company, regardless of whether such sales or services are conducted directly or indirectly with the company.

(3) Directors, executives, and employees of the company must make business operation decisions with the primary focus on the best interests of the company.

(4) Directors, executives, and employees of the company must avoid engaging in related-party transactions that may create conflicts of interest with the company. If such transactions are necessary, they must be conducted in the best interests of the company. Decisions and actions taken by directors, executives, and employees must be free from personal influence or influence from any related persons, whether by blood relation or otherwise. Such transactions must be carried out at fair and reasonable prices, comparable to dealings with external parties. If directors, executives, or employees need to approve or decide on transactions that may create conflicts of interest, they must report to their supervisor for approval. The individuals involved must not participate in the decision-making process.
(5) Directors, executives, and employees of the company must perform their duties with full dedication and effort, without engaging in any personal businesses that affect their responsibilities or working hours at the company.
(6) Directors, executives, and employees of the company must not engage in or participate in any business activities that compete with the company. They must not become partners, shareholders with decision-making power, directors, or executives in a competing business, whether they benefit directly or indirectly from such involvement.
(7) Directors, executives, and employees of the company must avoid financial involvement and/or relationships with external parties that may result in the company losing benefits or create conflicts of interest, thereby hindering the companys operational efficiency.
(8) Directors, executives, and employees of the company must not disclose or use the companys internal information for their own or others benefit, regardless of whether such actions cause harm to the company. Additionally, they must strictly comply with the companys internal information usage policy.
(9) Directors, executives, and employees of the company must not engage in management or administrative actions that undermine the companys interests or favor other individuals or legal entities, whether such actions are taken for their own benefit or for the benefit of others.
(10) Directors and executives must abstain from voting or participating in discussions and must not have any authority to approve transactions in which they have conflicts of interest. This also applies to transactions involving related parties or persons with vested interests that may result in conflicts of interest with the company. If directors or executives are involved in such transactions, they must disclose their relationships or interests in the transaction to the company.

Number of cases or issues related to conflict of interest

	2022	2023	2024
Total number of cases or issues related to conflict of interest (cases)	0	0	0

Prevention of the use of inside information to seek benefits

Operations for prevention of the use of inside information to seek benefits over the past year

Has the company operated in preventing the use of inside information to seek benefits over the past year : Yes

In 2024, the policy on reporting securities holdings and the use of inside information was reviewed during the 1st/2024 Board of Directors meeting on February 22, 2024. The revised policy was communicated to all directors, executives, and relevant parties, who signed to acknowledge their responsibilities. These responsibilities include reporting their securities holdings in the company, as well as those of their spouses and minor children, and ensuring proper handling of inside information. The policy also outlines measures to govern directors and executives in handling non-public company information, as follows:

1. Education and Compliance

The company provides training for directors, executives, and senior managers in accounting or finance (department manager level or equivalent) on their duty to prepare and submit securities holding reports for themselves, their spouses, and their minor children. These reports must be submitted to the Securities and Exchange Commission (SEC) in compliance with Section 59 and the penalties under Section 275 of the Securities and Exchange Act B.E. 2535 (1992) (including subsequent amendments). Additionally, reports on securities acquisitions or disposals by these individuals must also be submitted under Section 246, with penalties as stated in Section 298 of the Act.

2. Reporting Requirements

Directors, executives, and senior managers in accounting or finance must submit their securities holding reports, including those of their spouses and minor children, to the company secretary before forwarding them to the SEC. These reports must be submitted: Within 30 days of being appointed as a director or executive. Within 3 business days of any securities transactions, including purchases, sales, transfers, or acquisitions.

3. Restrictions on Trading Before Public Disclosures

Directors, executives, senior managers in accounting or finance, and employees with access to material non-public information must refrain from trading company securities before financial reports or significant financial updates are disclosed to the public. The company will issue a formal written notice instructing these individuals to refrain from trading company securities for at least one month before public disclosure. After disclosure, they should wait at least 24 hours before engaging in securities transactions. Sharing material non-public information with others is strictly prohibited.

4. Confidentiality Obligation

Directors, executives, employees, and former employees are prohibited from disclosing the companys confidential or insider information, including business partner information acquired during their tenure, to external parties. This applies even if such disclosure does not directly harm the company or its partners.

5. Disciplinary and Legal Consequences

Violations of the companys policies on insider information misuse will result in disciplinary action, including written warnings, salary deductions, suspension without pay, or termination. Penalties will be determined based on intent and the severity of the violation. Individuals who misuse insider information for personal gain, including any related parties, may also face legal consequences under applicable laws.

Additionally, the company secretary has prepared a pre-announced stock trading blackout period schedule for directors and executives, aligning with the Board of Directors' meeting dates, as follows:

Board Meeting : Feb 22, 2024 Date Stock Trading Blackout Period :Jan 22, 2024 Feb 23, 2024

Board Meeting : May 9, 2024 Date Stock Trading Blackout Period :Apr 9, 2024 May 10, 2024

Board Meeting : Aug 8, 2024 Date Stock Trading Blackout Period :Jul 8, 2024 Aug 9, 2024

Board Meeting : Nov 7, 2024 Date Stock Trading Blackout Period : Oct 7, 2024 Nov 8, 2024

Number of cases or issues related to the use of inside information to seek benefits

	2022	2023	2024
Total number of cases or issues related to the use of inside information to seek benefits (cases)	0	0	0

Anti-corruption action

Operations in anti-corruption in the past year

Has the company operated in anti-corruption over the past year	:	Yes
Form of operations in anti-corruption	:	Review of appropriateness in anti-corruption, Assessment and identification of corruption risk, Communication and training for employees on anti-corruption policy and guidelines, The monitoring of the evaluation of compliance with the anti-corruption policy, Review of the completeness and adequacy of the process by the Audit Committee or auditor

Anti-Corruption Operation Approach

Review of Appropriateness

The company has conducted a review of the appropriateness regarding anti-corruption efforts. On February 22, 2024, during the 1st/2024 Audit Committee meeting, the anti-corruption policy was reviewed and presented to the company's board of directors for consideration and approval.

Risk Assessment of Corruption

The risk management team has assessed and managed risks related to corruption that may arise from business operations and the companys reputation. Measures and guidelines to prevent risks have been developed and presented to the Audit Committee. Additionally, the internal auditor has conducted an audit of the companys internal control system for corruption in accordance with the audit plan. The internal auditor, being an independent external auditor, reports the audit results directly to the Audit Committee.

Guidelines for Conduct

The company has established strict guidelines for the board members, executives, and employees to follow, prohibiting any involvement in corruption in all forms, both direct and indirect, as follows:

1. Do not engage in any behavior that demonstrates an intention of corruption, including giving or receiving bribes from government officials, private sector employees, or stakeholders involved with the company, to secure or maintain business, competitive advantages, or personal benefits for themselves or others.
2. Do not ignore or neglect any actions that may involve corruption related to the company. It is the responsibility to report such actions to the supervisor or the responsible individual and cooperate in investigating the facts.

3. The company will ensure fairness and protection for individuals who refuse to participate in corruption or report corruption issues to the company, as specified in the whistleblower protection measures or for those who cooperate in reporting corruption.
4. Any individual engaging in corruption will violate the company's ethical standards and business conduct, and will face disciplinary actions according to the company's regulations. If the actions are illegal, legal penalties may also apply.
5. The company recognizes the importance of disseminating knowledge and ensuring understanding among those who perform duties related to the company or who may impact the company, to comply with the anti-corruption policy.
6. The company ensures that there is an appropriate and effective internal control system that is regularly reviewed to prevent corruption and improve work efficiency while minimizing risks. The internal control system includes both preventive and detective controls to reduce opportunities and incentives for misconduct and corruption. These include work role segregation, continuous monitoring, and prompt reporting by management regarding any irregularities or deficiencies, as well as improving preventive measures.
7. The company has an HR management process reflecting the companys commitment to anti-corruption measures, from selection, training, performance evaluation, compensation, and promotion.
8. To ensure clarity in high-risk corruption areas, board members, executives, and employees at all levels must act with caution in the following matters:

8.1. Giving or receiving gifts and hosting events must be transparent, legal, in accordance with normal business practices, or customary traditions with appropriate value.

8.2. Donations or financial contributions must be transparent and legal, ensuring that such donations are not a cover for bribery.

8.3. Business operations, communications, negotiations, bidding, and other activities with government or private entities must be transparent and legal. Additionally, executives and employees must not give or accept bribes at any stage of operations.

The communication of these policies and guidelines has been shared with employees through the companys communication channels and via the company website at https://teeraporncliniс.com/corporate-governance/ to ensure that all executives and employees are informed and comply.

Number of cases or issues related to corruption

	2022	2023	2024
Total number of cases or issues related to corruption (cases)	0	0	0

Whistleblowing

Operations related to whistleblowing over the past year

Has the company implemented whistleblowing procedures over the past year : Yes

The company has established a whistleblowing channel on its website.
In 2024, no whistleblowers reported any issues to the company.

Number of cases or issues related to whistleblowing

	2022	2023	2024
Total number of cases or issues received through whistleblowing channels (cases)	0	0	0

The monitoring of compliance with other corporate governance policy and guidelines

The company places great importance on corporate governance and has established policies and practices related to corporate governance and business ethics. It also promotes genuine implementation to build trust among all stakeholders. In the past year, the company has monitored the compliance with good corporate governance practices, covering the following areas:

1. Employee care and non-discrimination
2. Anti-competitive practices
3. Environmental care, health, and safety in the organization.
4. Information security

The monitoring results show that the company has fully implemented the guidelines for each of these areas.

Information on report on the results of duty performance of the audit committee in the past year

Meeting attendance of audit committee

Meeting attendance of audit committee (times) : 4

List of Directors	Meeting attendance of audit committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	

List of Directors	Meeting attendance of audit committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	
1 Mr. SOMBOON WONGRASSAMEE (Chairman of the audit committee)	4	/	4	4/4 (100.00%)
2 Mr. APICHATI SIVAYATHORN (Member of the audit committee)	4	/	4	4/4 (100.00%)
3 Mr. KIRKCHAI CHAIYATHAM (Member of the audit committee)	4	/	4	4/4 (100.00%)
Average meeting attendance rate				**(100.00%)**

The results of duty performance of the audit committee

Summary of the Key Responsibilities of the Audit Committee and Their Opinions and Reports to the Board of Directors during the Year

1. Review of Financial Reports: The Audit Committee reviewed the quarterly and annual financial reports, which were audited and confirmed by the external auditor to comply with generally accepted accounting standards. The financial reports were presented with accurate and complete disclosures. The Committee invited the external auditor and management responsible for preparing the financial reports to attend each meeting where financial statements were reviewed before being presented to the Board of Directors for approval. The Audit Committee believes that the financial reports were prepared in accordance with generally accepted accounting standards and adequately disclosed in the financial statement notes. Furthermore, the Committee held a meeting with the external auditor without management present to allow independent discussions.
2. Evaluation and Review of Internal Control Systems: The Audit Committee reviewed the internal control system based on reports from the external auditor, the internal audit team (Proud Advisory Co., Ltd.), and the risk management team. They assessed the sufficiency of the internal control system in accordance with guidelines set by the Securities and Exchange Commission (SEC). The Committee consistently reported its findings and opinions to the Board of Directors and management, ensuring that the internal controls were adequate to support effective and efficient operations, prevent or reduce risks and damages, and ensure reliable financial reporting. The quality of the internal control system has been continuously improved.
3. Oversight of Internal Audit Activities: The Audit Committee approved the appointment of Proud Advisory Co., Ltd., led by Mr. Parit Buapuen, as the external internal auditor based on their qualifications, including the sufficient number of staff, experience, knowledge, ability, and independence to perform the audit. The internal audit team evaluated the sufficiency of the internal control system based on established guidelines.
4. Compliance with Ethics, Laws, and Policies: The Audit Committee reviewed the corporate governance process, including the handling of complaints related to service quality, ethics, and fraud prevention. The Committee also monitored changes in securities and stock market laws and relevant regulations to ensure that the company operates in compliance with ethics, laws, and regulations. It is ensured that the company is continuously prepared for changes.

5. Review of Risk Management: The Audit Committee reviewed and provided opinions on the companys organizational risks, risk management plans, and regular risk analysis reports from the risk management team. The Committee also supported the analysis of sustainability-related risks in ESG (Environmental, Social, and Governance) areas and reported the findings to the Board of Directors.

6. Review of Related Party Transactions and Potential Conflicts of Interest: The Audit Committee reviewed and provided opinions on the necessity and reasonableness of related party transactions and potential conflicts of interest, including contracts, agreements, and key terms, ensuring full and sufficient disclosure as required by the Stock Exchange of Thailand.

7. Selection and Appointment of Auditors: The Audit Committee evaluated the performance, knowledge, and understanding of the business by the auditors, the quality of their work, and the appropriateness of their fees. The Committee recommended the appointment of Office of Pitisevi Co., Ltd. as the external auditor for the year and proposed the annual audit fee to the Board of Directors for shareholder approval.

8. Evaluation of Performance and Review of the Charter: The Audit Committee conducted self-assessments both at the committee and individual levels and reviewed the Audit Committee Charter. This included evaluating the scope of duties and responsibilities in alignment with the Securities and Exchange Commission's guidelines. The results were submitted to the Board of Directors for approval.

9. Schedule of the Audit Committee Meetings for the Year 2025

Meeting 1/2025: Thursday, February 20, 2025, from 16:00 to 17:30
Meeting 2/2025: Thursday, May 8, 2025, from 16:00 to 17:30
Meeting 3/2025: Thursday, August 7, 2025, from 16:00 to 17:30
Meeting 4/2025: Thursday, November 6, 2025, from 16:00 to 17:30

The Audit Committee has performed its duties and responsibilities in accordance with the Audit Committee Charter and as delegated by the Board of Directors with care and to the best of its ability. The Audit Committee is of the opinion that the companys financial reports and disclosures are sufficient, appropriate, reliable, and in compliance with generally accepted accounting standards. The company has an effective and adequate internal control system and risk management practices that are suitable for the business operations. Additionally, related party transactions and information are disclosed adequately, and the company complies with good corporate governance principles. There has also been continuous development and improvement in the quality of the internal control system.

(Mr. Somboon Wongrassamee)
Chairman of the Audit Committee
Aesthetic Connect Public Company
Limited

Information on summary of the results of duty performance of subcommittees

Meeting attendance and the results of duty performance of subcommittees

Meeting attendance of Executive Committee

Meeting Executive Committee (times) : 12

List of Directors	Meeting attendance of Executive Committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	
1 Mr. CHOLADHIS SINRACHTANANT (The chairman of the executive committee)	12	/	12	12/12 (100.00%)
2 Mr. CHAIYOT DENARIYAKUL (Member of the executive committee)	12	/	12	12/12 (100.00%)
3 Cdr. SUWANNEE JIRAYANGYUEN (Member of the executive committee)	12	/	12	12/12 (100.00%)
4 Mr. KONGSAK TECHAWIBUNPHON (Member of the executive committee)	12	/	12	12/12 (100.00%)
5 Mrs. Daranee Dhubkaen (Member of the executive committee)	12	/	12	12/12 (100.00%)
6 Mr. CHAKCHALAT SINRACHATANANT (Member of the executive committee)	9	/	12	9/12 (75.00%)
7 Mr. PALAPONG CHAYANGSU (Member of the executive committee)	3	/	12	3/12 (25.00%)
Average meeting attendance rate				**(85.71%)**

Meeting attendance of Nomination and Remuneration Committee

Meeting Nomination and Remuneration Committee (times) : 1

List of Directors	Meeting attendance of Nomination and Remuneration Committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	

List of Directors	Meeting attendance of Nomination and Remuneration Committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	
1 Mr. SOMBOON WONGRASSAMEE (The chairman of the subcommittee, Independent director)	1	/	1	1/1 (100.00%)
2 Mr. KIRKCHAI CHAIYATHAM (Member of the subcommittee, Independent director)	1	/	1	1/1 (100.00%)
3 Cdr. SUWANNEE JIRAYANGYUEN (Member of the subcommittee)	1	/	1	1/1 (100.00%)
			Average meeting attendance rate	**(100.00%)**

Meeting attendance of Risk Management Working Group

Meeting Risk Management Working Group : 12 (times)

List of Directors	Meeting attendance of Risk Management Working Group			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	
1 Mr. CHAIYOT DENARIYAKUL (The chairman of the subcommittee)	12	/	12	12/12 (100.00%)
2 Mr. KONGSAK TECHAWIBUNPHON (Vice-chairman of the subcommittee)	12	/	12	12/12 (100.00%)
3 Mr. KUNTAPHAT MAHAMAT (Member of the subcommittee)	1	/	1	1/1 (100.00%)

List of Directors	Meeting attendance of Risk Management Working Group			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	
4 Ms. PHUMMARIN SRIWONGCHAI (Member of the subcommittee)	1	/	1	1/1 (100.00%)
5 Ms. PRANPAPANAT PUMIPAT (Member of the subcommittee)	1	/	1	1/1 (100.00%)
Average meeting attendance rate				**(100.00%)**

Meeting attendance of Corporate Governance Working Group

Meeting Corporate Governance Working Group (times) : 2

List of Directors	Meeting attendance of Corporate Governance Working Group			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	
1 Mr. SOMBOON WONGRASSAMEE (The chairman of the subcommittee, Independent director)	2	/	2	2/2 (100.00%)
2 Mr. KIRKCHAI CHAIYATHAM (Member of the subcommittee, Independent director)	2	/	2	2/2 (100.00%)
3 Cdr. SUWANNEE JIRAYANGYUEN (Member of the subcommittee)	2	/	2	2/2 (100.00%)
Average meeting attendance rate				**(100.00%)**

Meeting attendance of Corporate Social Responsibility (CSR) Working Group

Meeting Corporate Social Responsibility (CSR) Working Group (times) : 4

List of Directors	Meeting attendance of Corporate Social Responsibility (CSR) Working Group			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	
1 Mr. CHAIYOT DENARIYAKUL (The chairman of the subcommittee)	4	/	4	4/4 (100.00%)
2 Mr. KONGSAK TECHAWIBUNPHON (Vice-chairman of the subcommittee)	4	/	4	4/4 (100.00%)
3 Mr. KUNTAPHAT MAHAMAT (Member of the subcommittee)	1	/	1	1/1 (100.00%)
4 Ms. PRANPAPANAT PUMIPAT (Member of the subcommittee)	1	/	1	1/1 (100.00%)
5 Ms. NATTHIDA SAENGKAEWSUK (Member of the subcommittee)	1	/	1	1/1 (100.00%)
Average meeting attendance rate				**(100.00%)**

Corporate Sustainability Policy

Information on policy and goals of sustainable management

Sustainability Policy

Sustainability Policy : Yes

Sustainability Policy to Promote the Environment, Society, and Governance (Environment, Social, and Governance: ESG) The management and employees of the Company must adhere to the policy and guidelines in their work, categorized into environmental, social, and economic sustainability as detailed below:

2.1 Environmental Sustainability The Company encourages directors, executives, and employees at all levels to use resources efficiently and effectively, ensuring their appropriateness, sufficiency, and maximum benefit. This includes communicating, educating, supporting, and raising awareness among employees and all stakeholders about the management and optimal use of resources, as well as promoting the use of renewable energy to reduce environmental impacts. The Company will comply strictly with all laws, regulations, and rules related to environmental matters. The Company is committed to managing and controlling the environmental impacts arising from its business activities. The Company is dedicated to continuously developing and improving the environmental management systems related to all business processes to prevent and reduce environmental impacts, and to extend the efforts to stakeholders involved in the Companys activities. The Company supports and promotes various environmental activities, such as training, public relations, and others, to help raise environmental awareness among employees, society, and communities. This includes conservation, prevention, and reduction of both direct and indirect environmental impacts, possibly in collaboration with government agencies, local authorities, or other organizations. The Company conducts regular and ongoing assessments of its adherence to the policies outlined above.

2.2 Social Sustainability -The Company conducts its business with corporate social responsibility (CSR) based on ethical principles to ensure fairness for all stakeholders involved. The Company also applies good governance practices to maintain a balance in economic, community, social, and environmental operations, which will lead to sustainable business success. -The Company acknowledges its responsibility to the community and society to strengthen the community and genuinely give back. It supports social assistance activities, enhances the quality of life within the community, and promotes volunteer work related to community and societal development on an ongoing basis. The Company also fosters a sense of responsibility toward the community, society, and the environment among all employees. -The Company will support innovation both at the organizational process level and in cooperation with other organizations. This involves doing things in new ways, which may also mean a shift in thinking and production methods to add value. The goal of innovation is positive change to improve things, leading to increased output, ultimately benefiting society. -The Company will treat employees and labor fairly, ensuring appropriate living conditions, including providing social security, compensation funds, and employee welfare benefits such as health insurance, protection, and coverage. Additionally, the Company promotes employee development through training, seminars, and various academic workshops to enhance knowledge, abilities, and potential. It also instills positive attitudes, ethics, and teamwork, allowing employees to voice concerns or complaints about unfair treatment or improper actions within the company while ensuring protection for whistleblowers. The Company creates a work environment that prioritizes health, safety, and occupational health and continuously develops employees skills and professional growth for long-term sustainability. -The Company has a policy of supporting and respecting human rights protection by treating all involved partieswhether employees, the community, or surrounding societywith respect for human dignity. The Company ensures equality and freedom without violating basic rights, avoiding discrimination based on race, nationality, religion, language, skin color, gender, age, education, physical condition, or social status. The Company also ensures that its business does not involve human rights violations such as child labor or sexual harassment. Furthermore, it promotes monitoring the adherence to human rights regulations, provides participation in feedback, and offers channels for complaints from individuals who have suffered rights violations due to the Companys business activities, addressing issues with appropriate remedies. -The Company will treat customers with understanding and listen to their feedback for effective improvements. It is committed to developing products and services of the Company and its affiliates to ensure customer satisfaction and benefit while maintaining responsibility, honesty, and customer care. -The Company considers the quality and standards of products. It focuses on selecting safe products that meet international standards, developing service management systems to provide high-quality products and services, ensuring maximum customer satisfaction. The Company continuously seeks new products to meet customer demands, offering diverse, high-quality products that align with customer needs. The Company adheres to fair marketing practices, providing accurate, clear, and non-deceptive product and service information, ensuring customers have sufficient information to make informed decisions. -The Company prioritizes customer safety and is dedicated to providing products and services that meet international safety standards and legal regulations. The Company constantly designs, creates, and develops products and services to ensure customer confidence in the quality, standards, and safety of its products and services. -The Company has established a customer relationship system to communicate with customers, efficiently handle complaints regarding product and service quality via the Companys website to promptly respond to customer needs. -The Company will maintain the confidentiality of customer information and will not misuse it. -The Company will treat the community and society with sincerity, fostering participation to develop the community in alignment with the community's economic, social, environmental, and cultural context. It promotes community strength in education, cultural identity, and health, creating a safe and livable community and society. The Company provides accurate information, promotes understanding, listens to problems, and cooperates in resolving them.

2.3 Corporate Governance -The Company is committed to conducting business with integrity, fairness, transparency, and accountability by disclosing essential information and ensuring that its operations are auditable. The Company considers the interests and impacts on shareholders, customers, partners, employees, and all stakeholders while ensuring fair and appropriate benefit-sharing. -The Company prioritizes compliance with laws and regulations at the national and regional levels, as well as adherence to international business ethics. It mandates that directors, executives, and employees of the corporate group operate within the framework of laws, regulations, and guidelines, strictly avoiding any involvement in, assistance with, or actions that violate or contravene applicable laws and regulations. -The Company does not support activities that infringe on intellectual property rights. It requires directors, executives, and employees to comply with legal and regulatory frameworks, refraining from any involvement in or facilitation of intellectual property violations.

2.4 Economic Aspects -The Company is committed to promoting economic stability by ensuring sustainable business growth, distributing income, and generating employment for society. It supports career advancement and sets appropriate corporate goals while complying fully with tax obligations. -The Company fosters innovation and sustainable development by investing in research and development to enhance its products and services, keeping pace with industry trends. It also encourages research to improve construction processes and promotes the use of technology and knowledge to drive business development.

2.5 Anti-Corruption -The Company has a strategic policy to promote ethical conduct among leadership and employees. It incorporates anti-corruption risk management into its business operations while ensuring responsibility towards society, the environment, and all stakeholders.

Sustainability management goals

Does the company set sustainability management : Yes goals

The Board of Directors oversees the companys sustainability initiatives by setting short-term, medium-term, and long-term corporate sustainability management goals. These goals cover environmental, social, and economic dimensions, including human rights and corporate governance. The company integrates these objectives with the United Nations Sustainable Development Goals (SDGs). In 2024, the Board approved a review of policies to ensure alignment with the companys operational direction.

1.Environmental Dimension

The company aims to manage energy consumption in alignment with its business plan by promoting the most efficient use of resources with minimal environmental impact. This includes reducing water consumption, electricity usage, paper usage, and waste generation. The company focuses on environmentally friendly products and packaging while addressing climate change concerns. The company has implemented a greenhouse gas emissions report and set a target to reduce greenhouse gas emissions by 1% from the base year. Additionally, it aims to reduce electricity and water consumption by 1%, using 2021 as the base year, while ensuring compliance with relevant environmental laws and standards.

2. Social Dimension

Participation in Improving Social Well-being

-The company supports sharing and assisting society by organizing CSR activities every quarter.

Responsibility to Service Recipients

-Customer satisfaction rate of no less than 85%.

Human Rights and Labor Laws Zero cases of human rights violations.

-Zero workplace accidents.

Employee Development and Retention

-An average training duration of at least 8 hours per person.

3. Economic Dimension

Good Corporate Governance and Business Ethics

-Maintain a CGR corporate governance rating at an excellent level.

Anti-Corruption

-Measures 100% of executives and employees acknowledge and comply with the anti-corruption policy.

United Nations SDGs that align with the organization's sustainability management goals	:	Goal 3 Good Health and Well-being, Goal 4 Quality Education, Goal 5 Gender Equality, Goal 6 Clean Water and Sanitation, Goal 7 Affordable and Clean Energy, Goal 8 Decent Work and Economic Growth, Goal 9 Industry, Innovation and Infrastructure, Goal 10 Reduce Inequalities, Goal 11 Sustainable Cities and Communities, Goal 12 Responsible Consumption and Production, Goal 13 Climate Action, Goal 16 Peace, Justice and Strong Institutions

Information on review of policy and/or goals of sustainable management over the past year

Review of policy and/or goals of sustainable management over the past year

Has the company reviewed the policy and/or goals	:	Yes

of sustainable management over the past year

Has the company changed and developed the policy and/or goals of sustainable management over the past year : Yes

The company has reviewed its sustainability management policies and goals over the past year in various aspects as follows:
1. Environmental Aspect At the 2nd Corporate Governance Committee meeting of 2024, held on July 31, 2024, the committee approved the following goals: Water management and electricity consumption reduction target of 1%, with 2021 as the baseline year. Greenhouse gas emissions reduction target of 1%.

Information on impacts on stakeholder management in business value chain

Business value chain

1. Procurement and Sourcing
-Selecting and sourcing high-quality products and services from multiple manufacturers, suppliers, and service providers to mitigate risks associated with reliance on a single producer and to enhance competitive advantage.
-Procuring high-quality, modern, and sufficient medical supplies, instruments, and equipment to meet patient needs.
-Hiring experienced and skilled personnel to ensure high-quality service delivery.
2. Procedural Services
-Committed to providing services through a modern service system while minimizing the impact on the community and environment, including dust, noise, and odors. This is done with consideration for human rights, safety, occupational health, and fairness to employees and business partners.
-Offering consultations, examinations, and evaluations to plan services efficiently.
-Managing chemicals, waste, and infectious waste in compliance with legal regulations.
3. Service Delivery Conducting quality checks on procedural services before delivery to ensure customer satisfaction.
4. Marketing and Sales
-Setting service fees at an appropriate, cost-effective, and competitive level.
-Analyzing market conditions to understand customer needs.
-Identifying suitable communication channels to effectively reach target customers.
5. After-Sales Service
-Closely monitoring and following up on treatment outcomes and service effectiveness. This includes follow-up calls and problem case management, where patients are invited for consultations with doctors to analyze and find optimal solutions. Services are provided with sincerity, and customer satisfaction is regularly assessed. Collecting customer feedback to refine, develop, and improve operational processes for greater efficiency.

In addition, the company operates with support activities alongside the primary activities to enhance the efficiency of the core activities and drive the business forward in a continuous and effective manner. The company's support activities are as follows:

Support Activities

The company's support activities consist of four key areas:
1.Human Resource Management
Human resources are the core driving force behind the companys business operations. Therefore, the company places great importance on recruiting knowledgeable and skilled personnel, offering competitive compensation to attract and retain employees, and continuously providing training and development opportunities. Employees are also given career

advancement opportunities, with strong emphasis on employee care, morale-building, and engagement. This fosters a sense of loyalty and dedication among employees, enabling them to provide high-quality services that effectively meet customer needs.

2.Technology Development for Service Enhancement

The company is committed to promoting innovation to improve work processes and enhance efficiency while benefiting society. It focuses on integrating new technologies that are user-friendly and provide maximum benefits to customers and stakeholders.

3.Procurement and Contracting

The company conducts business with a commitment to ethical commerce, transparency, and fairness to business partners while maintaining strong relationships and complying with contractual agreements. Procurement policies and guidelines ensure transparency and provide a standardized framework for relevant departments. Procurement planning includes developing annual project and budget plans for board approval. Once approved, purchase requests must align with the budget and be submitted for approval within the authorized spending limits before proceeding with the procurement process. Additionally, the company avoids transactions with business partners listed in the Anti-Money Laundering Office database. The company also upholds fair competition practices and refrains from unethical methods to undermine competitors or business partners.

4.Infrastructure

The company continuously maintains, develops, and modernizes critical business systems to ensure fast, accurate, and efficient service delivery. These include: Medical evaluation systems IT systems Business management information systems Risk management systems Customer information systems Accounting and financial systems Human resource management systems Internal and external communication systems

Analysis of stakeholders in the business value chain

Details of stakeholder analysis in the business value chain

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
Internal stakeholders			
• Investors or investment institutions • Analysts • Shareholders	-	-	• Visit • External Meeting • Annual General Meeting (AGM)
• Customers	-	-	• Visit • Press Release • Social Event • Online Communication • Satisfaction Survey

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
• Employees	-	-	• Online Communication • Internal Meeting • Employee Engagement Survey • Satisfaction Survey
External stakeholders			
• Suppliers	-	-	• Visit • Press Release • Online Communication • Satisfaction Survey
• Community • Society	-	-	• Social Event • Online Communication • Complaint Reception

Information on organization's material sustainability topics

Organization's material sustainability topics

The company has identified its sustainability materiality topics : Yes

Over the past year, the company has reviewed its sustainability materiality topics : Yes

Details of organization's material sustainability topics

The names of the sustainability materiality topics	Subjects related to the sustainability materiality topics
Water management and energy conservation in electricity usage.	• Energy Management • Water Management

Information on sustainability report

Corporate sustainability report

Corporate sustainability report : Have data

Company sustainability disclosure aligned with standards

Company sustainability disclosure aligned with standards or guidelines	:	Others : -

Sustainability risk management

Information on risk management policy and plan

Risk management policy and plan

Aesthetic Connect Public Company Limited, acknowledges that risk management is an integral part of good corporate governance, which is a crucial foundation for achieving the company's objectives. Identifying and managing risks will support better decision-making, help uncover opportunities, and mitigate the impacts of significant events that may affect shareholders. Risk is defined as the possibility of an event occurring that could impact the company's objectives, and it can be measured by its impact and the likelihood of occurrence.

Objectives

Aesthetic Connect Public Company Limited has defined the objectives of the Risk Management Policy in alignment with the company's vision, mission, and strategy as follows:

1.To ensure that Aesthetic Connect Public Company Limited has a systematic and effective risk management process in place, in accordance with international risk management frameworks and good corporate governance principles.

2.To ensure that Aesthetic Connect Co., Ltd. (Public) has a risk management team, with all personnel actively involved in risk management, including systematic monitoring, evaluation, and reporting, and to reduce concerns among staff and management regarding risks that could affect operational efficiency.

3.To ensure that Aesthetic Connect Co., Ltd. (Public) has measures for monitoring, preventing, and managing risks to reduce the likelihood and severity of obstacles and issues that may lead to losses or failures, which could hinder the achievement of objectives. The company will have contingency plans in place for dealing with severe risks or losses when they occur.

4.To ensure that Aesthetic Connect Co., Ltd. (Public) can analyze the root causes of risk events, resolve them to an acceptable level through effective risk management, reduce the impact of risks using alert systems or management systems, and establish appropriate emergency or recovery plans.

Scope

This Risk Management Policy covers the management of risks for Aesthetic Connect Co., Ltd. (Public), encompassing all types of risks in healthcare and beauty services. These risks include: Strategic Risk Operational Risk, which is further divided into: Clinical Risk Non-Clinical Risk Financial Risk and Reporting Risk Compliance Risk Human Capital Risk Reputation Risk Technology Risk Environmental & Hazard Risk Fraud and Sentinel Events (which include Adverse Events, No-Harm Events, and Near Miss Events) Additionally, this policy applies to all operations within the company, including to the management and all employees.

Enterprise Risk Management Policy

Aesthetic Connect Public Company Limited , recognizes and values the importance of enterprise risk management to drive sustainable growth, expand business operations with stability, maintain a strong financial position, and generate appropriate returns for shareholders. Additionally, risk management aligns with the principles of Good Corporate Governance and the check-and-balance system, which are essential in the ever-changing competitive business environment influenced by both internal and external factors. These factors may impact the companys ability to achieve its objectives and key missions. To ensure effective risk management, the company has adopted the COSO Enterprise Risk Management framework as outlined by The Committee of Sponsoring Organizations of the Treadway Commission. This approach aims to enhance confidence among shareholders and stakeholders, ensuring the company's continuous operations while supporting the achievement of corporate objectives and value creation. The companys risk management guidelines and policies were approved during the Board of Directors Meeting No. 1/2567 (Public Company) on February 22, 2024, as follows:

1) The company shall implement a systematic, organization-wide risk management approach aligned with international best practices and Good Corporate Governance principles. The framework must consider healthcare service quality standards and academic principles to create value for the organization. The Board of Directors shall define the risk management policy, and the Risk Management Committee shall develop risk management strategies. All employees at every level shall be responsible for recognizing and prioritizing risk management in accordance with the company's risk management framework.
2) The company shall establish risk prevention and mitigation measures to manage operational risks and unforeseen events. Risk identification and control processes shall be conducted systematically to ensure that risks remain at acceptable levels at the organizational, departmental, unit, and activity levels. If a particular risk entails excessive mitigation costs that outweigh the benefits or involves external factors beyond the company's control, approval must be obtained from the Board of Directors.
3) The Risk Management Committee shall collect data, review performance, and monitor compliance with risk management policies. A designated Risk Manager shall oversee compliance, while department heads shall track, monitor, and report risks. Additionally, all employees shall be encouraged to report risk-related incidents and opportunities for improvement.
4) All risks that impact the companys ability to achieve its objectives must be addressed through the following steps:
-Timely identification of risks.
-Assessment of risk occurrence probability and impact.
-Implementation of risk management measures based on the companys risk management criteria while considering associated costs and benefits.
-Continuous monitoring to ensure appropriate risk management.
5) High and critical risks that may impact the companys business plans and strategies must be reported to the Executive Committee, Audit Committee, and Board of Directors.

Responsibilities

1.The Board of Directors has overall responsibility for overseeing risk management within the company.
2.The Audit Committee supports the Board of Directors in risk management oversight by reviewing and ensuring that the risk management system is appropriate and effective.
3.The Executive Committee is responsible for considering and reviewing the company's risk management and internal control systems.
4.The Chairman of the Executive Committee is responsible for implementing this policy and ensuring its continuous compliance through the Risk Management Working Group, which consists of executives from key company departments, with the Chief Executive Officer serving as the Chairman.
5.The Risk Management Working Group is responsible for ensuring that significant business risks are consistently identified and assessed, as well as for establishing effective risk management measures. Its responsibilities include:
-Developing risk management policies, strategies, and guidelines for review and approval by the Board of Directors.
-Reviewing the company's risk assessment and management approaches as evaluated by the respective risk owners and providing recommendations for improvement.
-Overseeing the effectiveness of the company's risk management processes through ongoing monitoring and review.
-Reporting high and critical risk levels to the Chairman of the Executive Committee, the Executive Committee, the Audit Committee, and the Board of Directors.
-Regularly reviewing this policy.
6.The Internal Audit Department is responsible for reviewing the effectiveness of internal controls through annual internal audits, which assess key business processes based on risk factors, and for monitoring the resolution of identified deficiencies.
7.All executives and employees are responsible for identifying, analyzing, assessing, and prioritizing risks within their areas of responsibility, as well as implementing appropriate risk management measures.

Risk Management Approach

The company has established a risk management process to serve as a guideline for all departments in implementing effective risk management practices. This process is based on the principles of the COSO-ERM 2017 international standard. The specific procedures for each step of the risk management process are outlined in the "Corporate Risk Management Manual"

Information on ESG risk factors management standards

ESG risk factors management standards

Standards on ESG risk management : Yes

Standards on ESG risk management : COSO - Enterprise risk management framework (ERM)

Information on ESG risk factors

Risk factors on business operation

Operational risk associated with the Company or the group of companies

Risk 1

Related risk factors : Strategic Risk
- Competition risk

ESG risk factors : No

Risk 2

Related risk factors :

Operational Risk
- Shortage or reliance on skilled workers

ESG risk factors : Yes

Risk 3

Related risk factors : Strategic Risk
- Behavior or needs of customers / consumers

ESG risk factors : Yes

Risk 4

Related risk factors :

Operational Risk
- Reliance on employees in key positions

ESG risk factors : Yes

Risk 5

Related risk factors :

Operational Risk
- Delays in the development of future projects

ESG risk factors : No

Risk 6

Related risk factors : Strategic Risk
- Behavior or needs of customers / consumers
- Damage to company image and reputation

Compliance Risk
- Legal risk

ESG risk factors : Yes

Risk 7

Related risk factors : Strategic Risk
- Government policy

Compliance Risk
- Change in laws and regulations
- Laws and regulations is not favorable for doing business

ESG risk factors : Yes

Information on business continuity plan (BCP)

Business Continuity Plan (BCP)

Business Continuity Plan (BCP) : No

Sustainable supply chain management

Information on sustainable supply chain management policy and guidelines

Sustainable supply chain management policy and guidelines

Companys sustainable supply chain management policy and guidelines	:	Yes

Information on sustainable supply chain management plan

Sustainable supply chain management plan

Companys sustainable supply chain management plan	:	Yes

Information on new suppliers undergoing sustainability screening criteria

New suppliers undergoing sustainability screening criteria

Does the company use sustainability screening criteria with new suppliers?	:	No

Information on supplier code of conduct

Supplier code of conduct

Supplier code of conduct	:	Yes

Information on key suppliers acknowledging compliance with the supplier code of conduct

Key suppliers acknowledging compliance with the supplier code of conduct

Does the company require key suppliers to acknowledge compliance with the supplier code of conduct?	:	No

Innovation development

Information on innovation development policy and guidelines in an organizational level

Research and development policy (R&D)

Companys research and development (R&D) policy : Yes

Research and development (R&D) expenses over the past 3 years

	2022	2023	2024
Research and development (R&D) expenses over the past 3 years (Million Baht)	0.00	0.00	0.00

Additional explanation for research and development (R&D) expenses over the past 3 years

The company focuses on excellence in facial beauty care by a team of medical specialists with an average of more than 17 years of experience and continues to strive to develop surgical techniques. Both facelifts Eyes and nose to build a reputation and build confidence that the company's medical team is a leader in facial surgery in Asia. In addition, the medical team is also medical professors within the organization. By giving advice to specialist doctors to the next generation of medical teams to become experts and be able to create results at an excellent level. The main medical specialist groups are defined as Facelift specialist (Face Lock), eye surgery specialist and nose specialist. There is a clear teaching plan and select doctors to join the team from specialized doctors. In order to have a medical team that has potential and is sufficient to grow the business according to the goals set each year.

In addition to facelift surgery nose and eyes using currently available techniques. The medical team is also committed to developing new techniques and to meet the needs of the changing characteristics of service recipient groups that is the Silver age group, which is the age group of 55 years who are interested in taking care of their health and has high paying power In this group, there are also surgeries that match this group, such as surgery for bags under the lower eyes. Eye muscle weakness surgery It is more common in people who are getting older, but it is not known whether this disorder can be treated. or nose surgery with fat and artificial tissue This is a new technique that will answer the needs of people who have had nose surgery with silicone and have had complications and do not want to use silicone again. With services that meet the needs of this silver age group, the medical team together with the marketing team will develop public relations media to educate the public and show true leadership in facial cosmetic surgery. in all channels, both online and offline. Moreover, in medical development, the company also focuses on developing people in other areas, such as service. The company organizes both internal and external training to develop the service capabilities of its personnel to meet service standards in order to create the highest satisfaction and create a good experience for customers who use the service. In terms of sales, the company has employees answer questions and salespeople participate in various development training to increase their sales potential.

And in addition to providing services to Thai people in the country and Thai people abroad. In the past, the company also plans to concretely expand its services to neighboring countries such as Cambodia, Myanmar and China, which are large markets and have paying power by modifying online media and websites to be available in multiple languages. This new market can be reached through agent channels. There will be training for representatives in each country to understand products and services. Comprehensive care Both accommodation and travel so that foreign service recipients will have an impressive experience because the company treats customers like family. and create word of mouth to other customers further because the company believes that Word of Mouth is the strongest and most sustainable marketing strategy.

Finally, in terms of expanding the scope of services, the company emphasizes the variety of services in order to be able to respond to the diverse needs of customers. In addition to the company's current services, the company is also studying the possibility of expanding its services to include surgeries in other parts of the body, as well as providing maintenance and anti-aging medicine services, so that the company has comprehensive services and can always respond to the diverse needs of customers.

Information on organizations innovation culture development and promotion process

Process of developing and promoting the company's innovation culture

Process of developing and promoting the company's innovation culture	:	No

Information on innovation development benefits and research and development (R&D) expenses

Benefits of innovation development

Financial benefits

Does the company measure the financial benefits from innovation development?	:	No

Non-financial benefits

Does the company measure the non-financial benefits from innovation development?	:	No