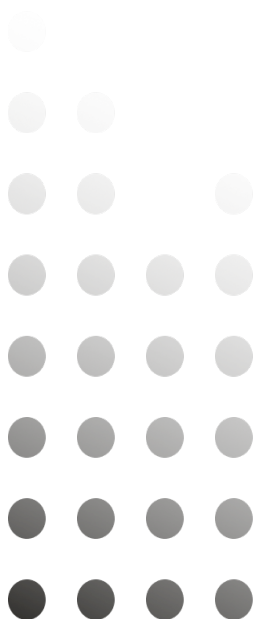


**Annual Registration Statement / Annual Report**  
**Form 56-1 One Report**  
**(Structured Data Report)**

**TEERA-MONGKOL INDUSTRY PUBLIC COMPANY LIMITED**

Fiscal Year End 31 December 2023



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# Group Structure and Operations

## Group Structure and Operations

### Business Overview and Policies (1.1)

#### Company Information (1.1.5)

Company Name : TEERA-MONGKOL INDUSTRY PUBLIC COMPANY LIMITED

Symbol : TMI

Address : 46/67-69 Soi Mang-Mee-sab, Moo 3, Leab Klong Siwapasawad Road,  
Kokkrabue, Muang

Province : Samut Sakhon

Postcode : 74000

Business : The Company is a manufacturer and distributor of electric  
lighting equipments, and a electricity producer from  
renewable energy.

Registration Number : 0107552000189

Telephone : 0-3485-4629

Fax (if applicable) : 0-3485-4630

Website : [www.thaiballast.com](http://www.thaiballast.com)

Email : [julaiwan\\_du@thaiballast.com](mailto:julaiwan_du@thaiballast.com)

#### Total Shares Sold (shares)

Common Stock : 671,440,890

Preferred Stock : 0

## Business Operations (1.2)

### Revenue Structure (1.2.1)

#### By Product Line or Business Grouping

	2021	2022	2023
Total revenue from operations (Thousand baht)	486,283.69	568,876.07	587,500.56
Lighting Business (Thousand baht)	451,571.44	511,266.35	484,042.02
Renewable Energy Business (Thousand baht)	32,702.08	55,516.92	98,060.16
Other (Thousand baht)	2,010.17	2,092.80	5,398.38

	2021	2022	2023
Total revenue from operations (%)	100.00	100.00	100.00
Lighting Business (%)	92.86	89.87	82.39
Renewable Energy Business (%)	6.72	9.76	16.69
Other (%)	0.41	0.37	0.92

#### By Geographical Area or Market

	2021	2022	2023
Total revenue from operations (Thousand baht)	486,283.69	568,876.07	587,500.56
Domestic (Thousand baht)	470,491.69	558,007.31	587,159.77
International (Thousand baht)	15,792.00	10,868.76	340.79
United States of America (Thousand baht)	15,792.00	10,868.76	340.79

	2021	2022	2023
Total revenue from operations (%)	100.00	100.00	100.00
Domestic (%)	96.75	98.09	99.94

International (%)	3.25	1.91	0.06
United States of America (%)	100.00	100.00	100.00

#### Other income as specified in the financial statements

	2021	2022	2023
Total other income (Thousand baht)	0.00	0.00	0.00
Other income from operations (Thousand baht)	0.00	0.00	0.00
Other income not from operations (Thousand baht)	0.00	0.00	0.00

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

	2021	2022	2023
Share of profit (Thousand baht)	0.00	0.00	0.00

## Information on Products and Services (1.2.2)

### Product/Service Information and Business Innovation Development (1.2.2.1)

Research and Development (R&D) Policy : No

(Unit : Thousand baht)	2021	2022	2023
R&D expenses in the past 3 years	0.00	0.00	0.00

# Risk Management

# Risk Management

## Risk Factors (2.2)

**Risk that might affect the company's business, including environmental, social and corporate governance issues (2.2.1)**

Operations of biogas power plants have emphasized on reduce the Carbon Dioxide ad the global warming.

**Risk Management Measures:** Yes

### Related Risk Topics

#### Strategic Risk

- Volatility in the industry in which the company operates
- Government policy
- Policies or international agreements related to business operations
- Changes in technologies
- Business operations of partners in the supply chain
- Reliance on large customers or few customers
- Reliance on large partners / distributors or few partners / distributors
- Damage to company image and reputation

#### Operational Risk

- Shortage or fluctuation in pricing of raw materials or productive resources
- Product obsolescence
- Information security and cyber-attack
- Loss or damage from non-compliance of partners or counterparties
- Delays in the development of future projects
- Climate change and disasters
- Impact on the environment



#### Compliance Risk

- Change in laws and regulations
- Laws and regulations is not favorable for doing business
- Corporate Governance

#### Financial Risk

- Change in financial and investment policies of financial institutions that affect business operations
- Fluctuation in exchange rates, interest rates, or the inflation rate

### **Risk to Securities Holder (2.2.2)**

The company may be at risk in business operation and administration because the company has a group of Prasitratanaporn family as all executives, and the same set of the group as most of the board.

**Risk Management Measures:** Yes

#### **Related Risk Topics**

- Return from investment of securities holder

### **Risk to Securities Holder from Investing in Foreign Securities (Applicable to only foreign companies) (2.2.3)**

There is no risk from investment in foreign securities

**Risk Management Measures:** Yes

#### **Related Risk Topics**

- Foreign Investment Risk

# Sustainable Development

## Sustainable Development

### Sustainability Management Policy and Targets (3.1)

#### Sustainability Management Policy and Targets

Corporate Sustainability Policy : Yes

URL of corporate sustainability policy : [www.thaiballast.com](http://www.thaiballast.com)

### Environmental Aspect (3.3)

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

Environmental Policy and Practice : Yes

URL of environmental policy and practice : [www.thaiballast.com](http://www.thaiballast.com)

Company environmental guideline : Electricity Management, Fuel Management, Renewable/Clean Energy Management, Water Management, Waste Management, Greenhouse Gas and Climate Change Management

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

##### Energy management

###### • Fuel consumption

	2021	2022	2023
Jet fuel (Litres)	0.00	0.00	0.00
Diesel (Litres)	0.00	0.00	44,937.21
Gasoline (Litres)	0.00	0.00	4,774.96
Fuel oil (Litres)	0.00	0.00	0.00
Crude oil (Barrels)	0.00	0.00	0.00
Natural gas (Standard cubic feet)	0.00	0.00	0.00
LPG (Kilograms)	0.00	0.00	0.00

Steam (Metric tonnes)	0.00	0.00	0.00
Coal (Metric tonnes)	0.00	0.00	0.00

• **Electricity consumption**

	2021	2022	2023
Total electricity consumption within the organization (Kilowatt-Hours)	0.00	0.00	476,533.97

**Water management**

• **Water consumption**

	2021	2022	2023
Total water withdrawal (Cubic meters)	0.00	0.00	5,660.00

**Waste management**

• **Waste from operations**

	2021	2022	2023
Non-hazardous waste (Kilograms)	0.00	0.00	40,596.00
Hazardous waste (Kilograms)	0.00	0.00	0.00
<b>Total waste generated (Kilograms)</b>	<b>0.00</b>	<b>0.00</b>	<b>40,596.00</b>

**Greenhouse gas management**

• **Greenhouse gas emissions**

	2021	2022	2023
Total GHG emissions target (Metric tonnes of carbon dioxide equivalent)	0.00	0.00	500.00
Scope 1 (Tons of carbon dioxide equivalents)	0.00	0.00	176.00
Scope 2 (Tons of carbon dioxide equivalents)	0.00	0.00	239.00

Scope 3 (Tons of carbon dioxide equivalents)	0.00	0.00	0.00
<b>Total GHG emissions (Metric tonnes of carbon dioxide equivalent)</b>	<b>0.00</b>	<b>0.00</b>	<b>415.00</b>

• **Verification of greenhouse gas emissions over the past year**

Third-party verification : Yes

Name of verifying organization : Greenhouse Gas Management and Certification Unit, University of Phayao

## Social Aspect (3.4)

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

Human Rights Policy and Practice : Yes

URL of human rights policy : <https://www.thaiballast.com/AR2567/13.pdf>

Company human right guideline : Employee Rights, Migrant Workers, Child Labor, Consumer Rights, Community and Environment Rights, Safety and Occupational Health at Work, Non-discrimination

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

#### Information about employees

##### • Total number of employees

	2021	2022	2023
Number of male employees (Persons)	142	166	160
Number of female employees (Persons)	266	249	238
<b>Total number of employees (Persons)</b>	<b>408</b>	<b>415</b>	<b>398</b>

##### • Employee remuneration

	2021	2022	2023
Employee remuneration (baht)	89,284,657.00	90,800,199.00	81,049,633.00

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

	2021	2022	2023
Total number of lost time injury incidents by employees (Cases)	0	0	0

##### • Significant labor dispute

	2021	2022	2023
Significant labor dispute	No	No	No

# Corporate Governance Policy

## **Corporate Governance Policy**

### **Overview of the Corporate Governance Policy and Guideline (6.1)**

#### **Corporate Governance Policy**

Corporate Governance Policy : Yes

Company website on corporate : www.thaiballast.com  
governance policy

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

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

Company policy and guideline : Nomination of Directors, Compensation, Independence of the Board of Directors, Director Development, Board Performance Evaluation, Corporate Governance of Subsidiaries and Associated Companies

## **Code of Conduct (6.2)**

### **Establishing a Code of Conduct**

#### **Establishing a Code of Conduct**

Code of Conduct : Yes

##### **Policy and Guideline related to the Code of Conduct**

Company policy and guideline : Preventing of Conflicts of Interest, Preventing the Misuse of Inside Information, Anti-corruption, Whistleblowing



**Corporate Governance Structure  
and Significant Information Regarding  
the Board of Directors, Subcommittees,  
Management,  
Employee and Other Information**

## Corporate Governance Structure and Significant Information Regarding the Board of Directors, Subcommittees, Management, Employee and Other Information

### Board of Directors (7.2)

#### Composition of the board of directors (7.2.1)

	Number of persons	Percentage (%)
Total number of directors	8	100.00
Number of male directors	6	75.00
Number of female directors	2	25.00
Number of executive directors	4	50.00
Number of non-executive directors	4	50.00
Number of independent directors	4	50.00

#### Information on the board of directors and persons with authority to control the company (7.2.2)

##### List of directors

General information	Position	Date position was assumed	Experience and expertise
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1.	<p>Mr. THANU KULACHOL</p> <p>Gender: Male</p> <p>Age: 82 years old</p> <p>Highest level of education: Doctoral degree</p> <p>Major: Education</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Chairman of the board (Non-executive, Independent director)</p> <p>Director type: Original director</p>	<p>24 Apr 2020</p>	<p>Economics, Banking, Industrial Materials &amp; Machinery, Energy &amp; Utilities, Law, Corporate Social Responsibility, Human Resource Management, Sustainability, Finance, Data Analysis, Digital Marketing, Brand Management, Negotiation, Project Management, Corporate Management, Change Management, Leadership, Strategic Management, Risk Management, Audit, Internal Control, Governance/ Compliance</p>
2.	<p>Mr. THEERAYUT PRASITRATTANAPORN</p> <p>Gender: Male</p> <p>Age: 49 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Computer Science</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director (Executive)</p> <p>Director type: Original director</p>	<p>9 Nov 2000</p>	<p>Economics, Food &amp; Beverage, Banking, Finance &amp; Securities, Industrial Materials &amp; Machinery, Steel, Packaging, Energy &amp; Utilities, Electronic Components, Information &amp; Communication Technology, Corporate Social Responsibility, Human Resource Management, Sustainability, IT Management, Procurement, Statistics, Digital Marketing, Project Management, Corporate Management, Engineering, Change Management, Leadership, Strategic Management, Risk Management, Internal Control, Budgeting, Governance/ Compliance</p>

3.	Mr. TEERAPHONG PRASITRATANAPORN Gender: Male Age: 47 years old Highest level of education: Bachelor's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Executive)  Director type: Original director	9 Nov 2000	Economics, Agribusiness, Banking, Finance & Securities, Insurance, Industrial Materials & Machinery, Property Fund & REITs, Property Development, Energy & Utilities, Accounting, Finance, Corporate Social Responsibility, Human Resource Management, Sustainability, Procurement, Fund Management, Data Management, Data Analysis, Statistics, Negotiation, Project Management, Corporate Management, Change Management, Leadership, Strategic Management, Risk Management, Audit, Internal Control, Budgeting, Governance/ Compliance
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4.	<p>Mr. THEERASAK PRASITRATANAPORN</p> <p>Gender: Male</p> <p>Age: 44 years old</p> <p>Highest level of education: Doctoral degree</p> <p>Major: Computer Science</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director (Executive)</p> <p>Director type: Original director</p>	9 Nov 2000	<p>Economics, Agribusiness, Banking, Finance &amp; Securities, Industrial Materials &amp; Machinery, Steel, Energy &amp; Utilities, Transportation &amp; Logistics, Electronic Components, Information &amp; Communication Technology, Accounting, Finance, Corporate Social Responsibility, Human Resource Management, Sustainability, Procurement, Data Management, Data Analysis, Statistics, Digital Marketing, Negotiation, Project Management, Corporate Management, Engineering, Change Management, Leadership, Strategic Management, Risk Management, Internal Control, Budgeting, Governance/ Compliance</p>
5.	<p>Mrs. CHOLLADA ISRANKURA NA AYUDHYA</p> <p>Gender: Female</p> <p>Age: 65 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Management</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director (Non-executive, Independent director)</p> <p>Director type: Original director</p>	27 Apr 2018	<p>Economics, Commerce, Marketing, Corporate Social Responsibility, Human Resource Management, Sustainability, Data Management, Data Analysis, Statistics, Digital Marketing, Negotiation, Project Management, Corporate Management, Change Management, Leadership, Strategic Management, Risk Management, Audit, Internal Control, Budgeting, Governance/ Compliance</p>

6.	Mr. APICHART CHARNKIATKONG Gender: Male Age: 50 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director)  Director type: Original director	26 Apr 2019	Economics, Food & Beverage, Banking, Finance & Securities, Industrial Materials & Machinery, Packaging, Energy & Utilities, Commerce, Electronic Components, Marketing, Accounting, Finance, Corporate Social Responsibility, Human Resource Management, Sustainability, Fund Management, Data Management, Data Analysis, Statistics, Negotiation, Project Management, Corporate Management, Change Management, Leadership, Strategic Management, Risk Management, Audit, Internal Control, Budgeting, Governance/ Compliance
7.	Mr. THEERACHAI PRASITRATTANAPORN Gender: Male Age: 50 years old Highest level of education: Bachelor's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Executive)  Director type: Original director	13 Aug 2020	Economics, Agribusiness, Banking, Finance & Securities, Industrial Materials & Machinery, Steel, Energy & Utilities, Media & Publishing, Transportation & Logistics, Electronic Components, Marketing, Corporate Social Responsibility, Human Resource Management, Sustainability, Digital Marketing, Project Management, Corporate Management, Risk Management, Strategic Management, Change Management, Budgeting, Internal Control, Governance/ Compliance

8.	Ms. BOONYADAA CHONGSITTHIPHOL Gender: Female Age: 67 years old Highest level of education: Doctoral degree Major: Finance Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director)  Director type: Original director	23 Apr 2021	Economics, Banking, Finance & Securities, Construction Services, Property Fund & REITs, Property Development, Marketing, Accounting, Finance, Corporate Social Responsibility, Human Resource Management, Sustainability, Procurement, Fund Management, Data Management, Data Analysis, Statistics, Digital Marketing, Brand Management, Negotiation, Project Management, Corporate Management, Engineering, Architecture, Design, Change Management, Leadership, Strategic Management, Risk Management, Audit, Internal Control, Budgeting, Governance/ Compliance
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#### Other Information pertaining to committees

The Chairman is an independent director	: Yes
The Chairman and the manager are the same person	: No
The Chairman and the manager are members of the same family	: No
The company appoints at least one independent director to determine the agenda of the Board of Directors' meetings	: No

## Sub-committees (7.3)

### Information about sub-committees (7.3.2)

#### Audit Committee

##### List of audit committee members

General information	Position	Date position was assumed	Experience and expertise
1. Ms. BOONYADAA CHONGSITTHIPHOL [1] Gender: Female Age: 67 years old Highest level of education: Doctoral degree Major: Finance Thai nationality: Yes Residing in Thailand: Yes	Chairman of the audit committee (Non-executive, Independent director)  Director type: Original director	23 Apr 2021	Economics, Banking, Finance & Securities, Construction Services, Property Fund & REITs, Property Development, Marketing, Accounting, Finance, Corporate Social Responsibility, Human Resource Management, Sustainability, Procurement, Fund Management, Data Management, Data Analysis, Statistics, Digital Marketing, Brand Management, Negotiation, Project Management, Corporate Management, Engineering, Architecture, Design, Change Management, Leadership, Strategic Management, Risk Management, Audit, Internal Control, Budgeting, Governance/ Compliance



2.	Mrs. CHOLLADA ISRANKURA NA AYUDHYA Gender: Female Age: 65 years old Highest level of education: Master's degree Major: Management Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director)  Director type: Original director	27 Apr 2018	Economics, Commerce, Marketing, Corporate Social Responsibility, Human Resource Management, Sustainability, Data Management, Data Analysis, Statistics, Digital Marketing, Negotiation, Project Management, Corporate Management, Change Management, Leadership, Strategic Management, Risk Management, Audit, Internal Control, Budgeting, Governance/ Compliance
3.	Mr. APICHART CHARNKIATKONG [1] Gender: Male Age: 50 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director)  Director type: Original director	26 Apr 2019	Economics, Food & Beverage, Banking, Finance & Securities, Industrial Materials & Machinery, Packaging, Energy & Utilities, Commerce, Electronic Components, Marketing, Accounting, Finance, Corporate Social Responsibility, Human Resource Management, Sustainability, Fund Management, Data Management, Data Analysis, Statistics, Negotiation, Project Management, Corporate Management, Change Management, Leadership, Strategic Management, Risk Management, Audit, Internal Control, Budgeting, Governance/ Compliance

[1] A director with the accounting expertise needed to review financial statements

## Executive Committee

## List of executive committee members

General information	Position	Date position was assumed
1. Mr. THEERACHAI PRASITRATTANAPORN Gender: Male Age: 50 years old Highest level of education: Bachelor's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Chairman of the executive committee	9 Nov 2000
2. Mr. THEERAYUT PRASITRATTANAPORN Gender: Male Age: 49 years old Highest level of education: Master's degree Major: Computer Science Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	9 Nov 2000
3. Mr. TEERAPHONG PRASITRATANAPORN Gender: Male Age: 47 years old Highest level of education: Bachelor's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	9 Nov 2000
4. Mr. THEERASAK PRASITRATANAPORN Gender: Male Age: 44 years old Highest level of education: Doctoral degree Major: Computer Science Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	9 Nov 2000

## Other sub-committees

## Sub-committees information

Name of sub-committees	List of directors	Position
Risk Management Committee	Mr. THANU KULACHOL	Chairman
	Ms. BOONYADAA CHONGSITTHIPHOL	Member
	Mrs. CHOLLADA ISRANKURA NA AYUDHYA	Member
	Mr. APICHART CHARNKIATKONG	Member
	Mr. THEERACHAI PRASITRATTANAPORN	Member
	Mr. THEERASAK PRASITRATANAPORN	Member
	Mr. Thanakon Sukkanchananon	Member
	Mrs. Saphachakan Piamsa-at	Member
Nomination Committee	Mr. THANU KULACHOL	Chairman
	Ms. BOONYADAA CHONGSITTHIPHOL	Member
	Mrs. CHOLLADA ISRANKURA NA AYUDHYA	Member
	Mr. APICHART CHARNKIATKONG	Member
	Mr. THEERACHAI PRASITRATTANAPORN	Member
	Mr. THEERAYUT PRASITRATTANAPORN	Member
Remuneration Committee	Mr. THANU KULACHOL	Chairman
	Ms. BOONYADAA CHONGSITTHIPHOL	Member
	Mrs. CHOLLADA ISRANKURA NA AYUDHYA	Member
	Mr. APICHART CHARNKIATKONG	Member
	Mr. THEERACHAI PRASITRATTANAPORN	Member
	Mr. TEERAPHONG PRASITRATANAPORN	Member
Corporate Governance and Sustainable Development Committee	Mr. THANU KULACHOL	Chairman
	Ms. BOONYADAA CHONGSITTHIPHOL	Member
	Mrs. CHOLLADA ISRANKURA NA AYUDHYA	Member
	Mr. APICHART CHARNKIATKONG	Member
	Mr. THEERACHAI PRASITRATTANAPORN	Member
	Mr. THEERAYUT PRASITRATTANAPORN	Member

## Roles of Sub-committees

Sub-committees responsible for risk management	: Risk Management Committee
Sub-committees responsible for nomination	: Nomination Committee
Sub-committees responsible for remuneration	: Remuneration Committee
Sub-committees responsible for corporate governance	: Corporate Governance and Sustainable Development Committee

Sub-committees responsible for corporate sustainability development

: Corporate Governance and Sustainable  
Development  
Committee

## Executives (7.4)

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

#### The four highest-ranking executives

General information	Position	Date position was assumed	Experience and expertise
1. Mr. THEERACHAI PRASITRATTANAPORN Gender: Male Age: 50 years old Highest level of education: Bachelor's degree Major: Business Administration	MANAGING DIRECTOR	9 Nov 2000	Economics, Agribusiness, Banking, Finance & Securities, Industrial Materials & Machinery, Steel, Energy & Utilities, Media & Publishing, Transportation & Logistics, Electronic Components, Marketing, Corporate Social Responsibility, Human Resource Management, Sustainability, Digital Marketing, Project Management, Corporate Management, Risk Management, Strategic Management, Change Management, Budgeting, Internal Control, Governance/ Compliance

2.	<p>Mr. THEERAYUT PRASITRATTANAPORN  Gender: Male  Age: 49 years old  Highest level of education: Master's degree  Major: Computer Science</p>	<p>Deputy Managing  Director</p>	<p>9 Nov 2000</p>	<p>Economics, Food &amp; Beverage, Banking, Finance &amp; Securities, Industrial Materials &amp; Machinery, Steel, Packaging, Energy &amp; Utilities, Electronic Components, Information &amp; Communication Technology, Corporate Social Responsibility, Human Resource Management, Sustainability, IT Management, Procurement, Statistics, Digital Marketing, Project Management, Corporate Management, Engineering, Change Management, Leadership, Strategic Management, Risk Management, Internal Control, Budgeting, Governance/ Compliance</p>
3.	<p>Mr. THEERASAK PRASITRATANAPORN  Gender: Male  Age: 44 years old  Highest level of education: Doctoral degree  Major: Computer Science</p>	<p>Deputy Managing  Director</p>	<p>9 Nov 2000</p>	<p>Economics, Agribusiness, Banking, Finance &amp; Securities, Industrial Materials &amp; Machinery, Steel, Energy &amp; Utilities, Transportation &amp; Logistics, Electronic Components, Information &amp; Communication Technology, Accounting, Finance, Corporate Social Responsibility, Human Resource Management, Sustainability, Procurement, Data Management, Data Analysis, Statistics, Digital Marketing, Negotiation, Project Management, Corporate Management, Engineering, Change Management, Leadership, Strategic Management, Risk Management, Internal Control, Budgeting, Governance/ Compliance</p>

4.	Mr. Thanakon Sukkanchananon Gender: Male Age: 50 years old Highest level of education: Bachelor's degree Major: Business Administration	Assistant to Managing Director	1 Jan 2008	Economics, Packaging, Construction Services, Commerce, Marketing, Corporate Social Responsibility, Human Resource Management, Sustainability, Data Management, Data Analysis, Statistics, Negotiation, Project Management, Corporate Management, Leadership, Strategic Management, Risk Management, Internal Control, Budgeting, Governance/ Compliance
5.	Mr. TEERAPHONG PRASITRATANAPORN [1] [2] Gender: Male Age: 47 years old Highest level of education: Bachelor's degree Major: Business Administration	Depudy Managing Director	11 Sep 2009	Economics, Agribusiness, Banking, Finance & Securities, Insurance, Industrial Materials & Machinery, Property Fund & REITs, Property Development, Energy & Utilities, Accounting, Finance, Corporate Social Responsibility, Human Resource Management, Sustainability, Procurement, Fund Management, Data Management, Data Analysis, Statistics, Negotiation, Project Management, Corporate Management, Change Management, Leadership, Strategic Management, Risk Management, Audit, Internal Control, Budgeting, Governance/ Compliance

[1] Highest responsibility in accounting and finance

[2] Directly responsible for financial account supervision

### Remuneration policy for executives (7.4.2 – 7.4.3)

## Remuneration policy for executives

Remuneration policy for executives : Yes

## Remuneration

	2021	2022	2023
Total executive remuneration (baht)	8,334,664.00	8,218,194.00	7,756,465.00

## Other forms of remuneration

Employee Stock Ownership Plan (ESOP) : No

Employee Joint Investment Program (EJIP) : No

## Employees (7.5)

### Information about company employees

#### Employees

Number of male employees (persons) : 160

Number of female employees (persons) : 238

**Total number of employees (persons) : 398**

#### Employee Remuneration

Total employee remuneration : 81,049,633.00

#### Provident fund

Total number of employees (persons) : 398

Number of employees contributing to the PVD (persons) : 72

Percentage of employees who are members (%) : 18.09



# Performance Report on Corporate Governance

# Performance Report on Corporate Governance

## Summary of Director Performance (8.1)

### Selection, development, and evaluation of duty performance of the Board of Directors (8.1.1)

#### Development of directors over the past year

List of directors	Position	Participated in director development program
Mr. THANU KULACHOL	Chairman of the board	Participating
Mr. THEERAYUT PRASITRATTANAPORN	Director	Participating
Mr. TEERAPHONG PRASITRATANAPORN	Director	Participating
Mr. THEERASAK PRASITRATANAPORN	Director	Participating
Mrs. CHOLLADA ISRANKURA NA AYUDHYA	Director	Participating
Mr. APICHART CHARNKIATKONG	Director	Participating
Mr. THEERACHAI PRASITRATTANAPORN	Director	Participating
Ms. BOONYADAA CHONGSITTHIPHOL	Director	Participating

#### Directors' performance assessment

Method used to evaluate directors' performance : Whole-board-of-directors assessment, Individual-director assessment (self-assessment)

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

#### Meeting attendance of the board of directors

Number of board meetings (times) : 5

Date of AGM meeting : 28 Mar 2025

EGM meeting : No

	List of directors	Termination date	Number of Board Meeting	AGM meetings	EGM meetings
1.	Mr. THANU KULACHOL (Chairman of the board)	-	5/5	Participating	Did not hold the meeting
2.	Mr. THEERAYUT PRASITRATTANAPORN (Director)	-	5/5	Participating	Did not hold the meeting
3.	Mr. TEERAPHONG PRASITRATANAPORN (Director)	-	5/5	Participating	Did not hold the meeting
4.	Mr. THEERASAK PRASITRATANAPORN (Director)	-	5/5	Participating	Did not hold the meeting
5.	Mrs. CHOLLADA ISRANKURA NA AYUDHYA (Director)	-	5/5	Participating	Did not hold the meeting
6.	Mr. APICHART CHARNKIATKONG (Director)	-	5/5	Participating	Did not hold the meeting
7.	Mr. THEERACHAI PRASITRATTANAPORN (Director)	-	5/5	Participating	Did not hold the meeting
8.	Ms. BOONYADAA CHONGSITTHIPHOL (Director)	-	5/5	Participating	Did not hold the meeting

#### Remuneration for company directors

	List of directors	Termination date	Meeting allowance (baht)	Other monetary remuneration (baht)	Other non-monetary
1.	Mr. THANU KULACHOL (Chairman of the board)	-	830,000.00	0.00	No
2.	Mr. THEERAYUT PRASITRATTANAPORN (Director)	-	40,000.00	0.00	No
3.	Mr. TEERAPHONG PRASITRATANAPORN (Director)	-	40,000.00	0.00	No
4.	Mr. THEERASAK PRASITRATANAPORN (Director)	-	40,000.00	0.00	No
5.	Mrs. CHOLLADA ISRANKURA NA AYUDHYA (Director)	-	430,000.00	0.00	No
6.	Mr. APICHART CHARNKIATKONG (Director)	-	430,000.00	0.00	No

7.	Mr. THEERACHAI PRASITRATTANAPORN (Director)	-	40,000.00	0.00	No
8.	Ms. BOONYADAA CHONGSITTHIPHOL (Director)	-	520,000.00	0.00	No

## Report on the Audit Committee's Performance for the Past Year (8.2)

### Report on the audit committee's performance for the past year

#### Meeting attendance of audit committee

Number of Audit committee meetings (times) : 4

	List of directors	Termination date	Number of the audit committee meeting
1.	Ms. BOONYADAA CHONGSITTHIPHOL (Chairman of the audit committee)	-	4/4
2.	Mrs. CHOLLADA ISRANKURA NA AYUDHYA (Audit committee)	-	4/4
3.	Mr. APICHART CHARNKIATKONG (Audit committee)	-	4/4