



# **Annual Registration Statement / Annual Report**

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

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

**DUSIT THANI 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 : DUSIT THANI PUBLIC COMPANY LIMITED

Symbol : DUSIT

Address : 319 Chamchuri Square Building, 29th Floor, Phyathai Road,  
Pathumwan

Province : Bangkok

Postcode : 10330

Business : Hotel and hotel management

Registration Number : 0107536000617

Telephone : 0-2200-9999

Website : <http://www.dusit-international.com>

Email : [comsec@dusit.com](mailto:comsec@dusit.com)

#### Total Shares Sold (shares)

Common Stock : 850,000,000

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)	2,385,878.00	4,499,761.00	5,995,876.00
Revenue from Hotel Business (Thousand baht)	1,698,593.00	3,100,942.00	4,192,645.00
Revenue from Education business (Thousand baht)	344,166.00	443,148.00	439,728.00
Revenue from Food business (Thousand baht)	282,046.00	841,720.00	1,233,846.00
Revenue from Property development business (Thousand baht)	445.00	2,592.00	1,618.00
Other income (Thousand baht)	60,628.00	111,359.00	128,039.00

	2021	2022	2023
Total revenue from operations (%)	100.00	100.00	100.00
Revenue from Hotel Business (%)	71.19	68.91	69.93
Revenue from Education business (%)	14.43	9.85	7.33
Revenue from Food business (%)	11.82	18.71	20.58
Revenue from Property development business (%)	0.02	0.06	0.03
Other income (%)	2.54	2.47	2.14

#### By Geographical Area or Market

	2021	2022	2023
Total revenue from operations (Thousand baht)	2,385,878.00	4,499,761.00	5,995,876.00
Domestic (Thousand baht)	1,084,767.00	2,537,751.00	3,605,601.00
International (Thousand baht)	1,301,111.00	1,962,010.00	2,390,275.00

Philippines (Thousand baht)	349,033.00	633,806.00	789,501.00
Maldives (Thousand baht)	675,926.00	714,749.00	669,877.00
Vietnam (Thousand baht)	108,020.00	252,210.00	317,833.00
Other countries (Thousand baht)	168,132.00	361,245.00	613,064.00

	2021	2022	2023
Total revenue from operations (%)	100.00	100.00	100.00
Domestic (%)	45.47	56.40	60.13
International (%)	54.53	43.60	39.87
Philippines (%)	26.83	32.30	33.03
Maldives (%)	51.95	36.43	28.03
Vietnam (%)	8.30	12.85	13.30
Other countries (%)	12.92	18.41	25.65

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

	2021	2022	2023
Total other income (Thousand baht)	1,041,540.00	604,318.00	365,964.00
Other income from operations (Thousand baht)	418,260.00	330,525.00	220,891.00
Realised income from deferred rental revenue (Thousand baht)	25,433.00	25,603.00	27,466.00
Gain on sale of investments in associate (Thousand baht)	251,424.00	130,810.00	0.00
Arrangement fee income (Thousand baht)	16,314.00	4,449.00	0.00
Other income (Thousand baht)	125,089.00	169,663.00	193,425.00
Other income not from operations (Thousand baht)	623,280.00	273,793.00	145,074.00
Interest income (Thousand baht)	9,995.00	11,707.00	27,192.00
Dividend income (Thousand baht)	302.00	0.00	0.00

Gain on measurement of other financial assets (Thousand baht)	152,106.00	32,253.00	2,756.00
Gain on sales of property, plant and equipment (Thousand baht)	303,798.00	92,895.00	0.00
Gain on changes in fair value of investment properties (Thousand baht)	0.00	100,000.00	46,008.00
Gain on sale of other financial assets (Thousand baht)	58,910.00	0.00	0.00
Gain (loss) on exchange rate (Thousand baht)	83,055.00	4,791.00	0.00
Other income (Thousand baht)	15,114.00	32,147.00	69,118.00

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

	2021	2022	2023
Share of profit (Thousand baht)	15,735.00	25,787.00	48,493.00

**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	N/A	N/A	N/A

# Risk Management



# Risk Management

## Risk Factors (2.2)

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

### ESG Risk

**Risk Management Measures:** Yes

### Related Risk Topics

#### Strategic Risk

- Volatility in the industry in which the company operates
- Behavior or needs of customers / consumers
- Changes in technologies

#### Operational Risk

- Information security and cyber-attack
- Climate change and disasters
- Impact on the environment
- Impact from population structure

#### Compliance Risk

- Change in laws and regulations

#### Financial Risk

- Fluctuation in exchange rates, interest rates, or the inflation rate
- Unhedged loan and borrowing in a foreign currency

## Risk to Securities Holder (2.2.2)

## **Investment Risks**

**Risk Management Measures:** Yes

### **Related Risk Topics**

- Return from investment of securities holder

# 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 : <https://www.dusit-international.com/th/sustainability/our-policies>

### Environmental Aspect (3.3)

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

Environmental Policy and Practice : Yes

URL of environmental policy and practice : <https://www.dusit-international.com/storage/content/sustainability/our-strategy-for-sustainable-growth/our-policies/environmental-management-policy-th.pdf>

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

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

##### Energy management

###### • Fuel consumption

	2021	2022	2023
Diesel (Litres)	N/A	32,474.27	37,327.00
Gasoline (Litres)	N/A	8,870.11	10,867.80
Fuel oil (Litres)	N/A	213,708.00	120,724.00
LPG (Kilograms)	N/A	317,020.25	474,377.04

###### • Electricity consumption

	2021	2022	2023
Total electricity consumption within the organization (Kilowatt-Hours)	66,876.00	101,451.00	126,485.00

## Water management

### • Water consumption

	2021	2022	2023
Total water withdrawal (Cubic meters)	329,340.00	504,120.00	594,090.00

## Waste management

### • Waste from operations

	2021	2022	2023
Total waste generated (Kilograms)	0.00	0.00	0.00

## Greenhouse gas management

### • Greenhouse gas emissions

	2021	2022	2023
Total GHG emissions target (Metric tonnes of carbon dioxide equivalent)	N/A	N/A	N/A
Scope 1 (Tons of carbon dioxide equivalents)	17,000.00	4,000.00	4,027.00
Scope 2 (Tons of carbon dioxide equivalents)	75,660.00	10,636.00	13,213.00
Scope 3 (Tons of carbon dioxide equivalents)	N/A	N/A	N/A
<b>Total GHG emissions (Metric tonnes of carbon dioxide equivalent)</b>	<b>92,660.00</b>	<b>14,636.00</b>	<b>17,240.00</b>

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

Third-party verification : Yes

Name of verifying organization : ECEE Co.,Ltd

## Social Aspect (3.4)

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

Human Rights Policy and Practice : No

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)	1,000	1,166	1,342
Number of female employees (Persons)	1,043	1,267	1,377
<b>Total number of employees (Persons)</b>	<b>2,043</b>	<b>2,433</b>	<b>2,719</b>

##### • Employee remuneration

	2021	2022	2023
Employee remuneration (baht)	0.00	0.00	0.00

##### • Employee development and training

	2021	2022	2023
Average employee training hours (Hours / Person / Year)	N/A	4.80	28.00
Employee development and training expenses (baht)	N/A	3,150,000.00	5,120,000.00

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

	2021	2022	2023
Total number of lost time injury incidents by employees (Cases)	N/A	16	11

• **Employee retention**

	2021	2022	2023
Percentage of employees who voluntarily resigned (%)	N/A	8.22	16.11

• **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 governance policy conduct : <https://www.dusit-international.com/th/corporate-governance/policies-and-code-of-conduct>

#### 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	12	100.00
Number of male directors	6	50.00
Number of female directors	6	50.00
Number of executive directors	3	25.00
Number of non-executive directors	9	75.00
Number of independent directors	8	66.67

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

##### List of directors

General information	Position	Date position was assumed	Experience and expertise
1. Mr. ARSA SARASIN Gender: Male Age: 87 years old Highest level of education: Honorary degree Major: Political Science Thai nationality: Yes Residing in Thailand: Yes	Chairman of the board (Non-executive, Independent director)  Director type: Original director	24 Mar 2015	Corporate Management

2.	Mr. CHANIN DONAVANIK Gender: Male Age: 66 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Vice Chairman (Executive)  Director type: Original director	1 Jan 2016	Corporate Management
3.	Mrs. SINEE THIENPRASIDDHI Gender: Female Age: 65 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Executive)  Director type: Re-elected as director	1 Jan 1993	Corporate Management
4.	Mrs. PRANEE PHASIPOL Gender: Female Age: 74 years old Highest level of education: Master's degree Major: Accounting Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director)  Director type: Original director	29 Apr 2013	Accounting, Audit, Finance
5.	Mrs. SUPHAJEE SUTHUMPUN Gender: Female Age: 59 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Executive)  Director type: Re-elected as director	1 Oct 2015	Information & Communication Technology, Marketing, Finance, Sustainability, Corporate Management, Audit

6.	Mr. KITTIPONG KITTAYARAK Gender: Male Age: 65 years old Highest level of education: Doctoral degree Major: Law Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director)  Director type: Re-elected as director	1 Apr 2016	Law, Sustainability, Corporate Management, Audit
7.	Mr. PAKHAWAT KOVITHVATHANAPHONG Gender: Male Age: 74 years old Highest level of education: Master's degree Major: Finance Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director)  Director type: Original director	1 Mar 2017	Finance, Information & Communication Technology, Corporate Management
8.	Khunying SUCHADA KIRANANDANA Gender: Female Age: 77 years old Highest level of education: Doctoral degree Major: Statistics Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director)  Director type: Original director	1 Mar 2017	Information & Communication Technology, Accounting, Corporate Management, Audit
9.	Mr. SOMPRASONG BOONYACHAI Gender: Male Age: 68 years old Highest level of education: Master's degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director)  Director type: Original director	1 Jul 2017	Marketing, Sustainability, Corporate Management

10.	Mr. TEERAPOL CHOTICHANAPIBAL	Director (Non-executive, Independent director)	23 Apr 2018	Marketing, Corporate Management, Food & Beverage
	Gender: Male			
	Age: 66 years old			
	Highest level of education:			
	Master's degree	Director type: Original		
	Major: Science	director		
	Thai nationality: Yes			
	Residing in Thailand: Yes			
11.	Mrs. NUALPHAN LAMSAM	Director (Non-executive)	9 Aug 2021	Property Development, Marketing, Accounting, Finance, Sustainability, Corporate Management, Insurance
	Gender: Female			
	Age: 57 years old			
	Highest level of education:	Director type: Re-elected		
	Master's degree	as director		
	Major: Management			
	Thai nationality: Yes			
	Residing in Thailand: Yes			
12.	Ms. PIYAPORN PHANACHET	Director (Non-executive, Independent director)	25 Apr 2022	Food & Beverage, Accounting, Finance, Sustainability, Corporate Management, Audit, Property Development
	Gender: Female			
	Age: 56 years old			
	Highest level of education:			
	Master's degree	Director type: Original		
	Major: Business Administration	director		
	Thai nationality: Yes			
	Residing in Thailand: Yes			

## Other Information pertaining to committees

The Chairman is an independent director : Yes

The Chairman and the manager are the same person : No

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

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

## Sub-committees (7.3)

### Information about sub-committees (7.3.2)

#### Audit Committee

##### List of audit committee members

General information		Position	Date position was assumed	Experience and expertise
1.	<p>Mrs. PRANEE PHASIPOL [1]</p> <p>Gender: Female</p> <p>Age: 74 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Accounting</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Chairman of the audit committee</p> <p>(Non-executive, Independent director)</p> <p>Director type: Original director</p>	15 Aug 2022	Accounting, Audit, Finance
2.	<p>Mr. TEERAPOL CHOTICHANAPIBAL [1]</p> <p>Gender: Male</p> <p>Age: 66 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Science</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Audit committee</p> <p>(Non-executive, Independent director)</p> <p>Director type: Original director</p>	1 Oct 2018	Marketing, Corporate Management, Food & Beverage
3.	<p>Ms. PIYAPORN PHANACHET [1]</p> <p>Gender: Female</p> <p>Age: 56 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Business Administration</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Audit committee</p> <p>(Non-executive, Independent director)</p> <p>Director type: Original director</p>	15 Aug 2022	Food & Beverage, Accounting, Finance, Sustainability, Corporate Management, Audit, Property Development

[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. CHANIN DONAVANIK Gender: Male Age: 66 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Chairman of the executive committee	1 Jan 2016
2. Mrs. SUPHAJEE SUTHUMPUN Gender: Female Age: 59 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	1 Jan 2016
3. Ms. Pattaneeporn Thienprasiddhi Gender: Female Age: 47 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	1 Jun 2020

## Other sub-committees

### Sub-committees information

Name of sub-committees	List of directors	Position
Nomination, Remuneration and Corporate Governance Committee	Khunying SUCHADA KIRANANDANA	Chairman
	Mr. KITTIPONG KITTAYARAK	Member
	Mr. SOMPRASONG BOONYACHAI	Member



Investment Committee	Mr. PAKHAWAT KOVITHVATHANAPHONG	Chairman
	Mr. SOMPRASONG BOONYACHAI	Member
	Mr. CHANIN DONAVANIK	Member
	Mrs. SUPHAJEE SUTHUMPUN	Member
Risk Management Committee	Mrs. SUPHAJEE SUTHUMPUN	Chairman
	Mr. Sukit Ngamsangapong	Member
	Mr. Gilles, Jean Jacques Cretallaz-Speich	Member
	Ms. La-ed Kovavisaruch	Member
	Mrs. Niramol Jindanuwat	Member
	Mrs. Chitanong Poomipark	Member
	Ms. Pattaneeporn Thienprasiddhi	Member
	Mrs. Vorrnat Charoenpichitnun	Member
	Mrs. Piyanuch Fuengparnitjaroen	Member
	Mr. Suwat Itsarothaikul	
Sustainability Committee	Mrs. SUPHAJEE SUTHUMPUN	Chairman
	Mr. Siradej Donavanik	Vice chairman
	Ms. Sirirat Pinrod	Member
	Ms. Mantanee Surakarnkul	Member
	Ms. Sudkanueng Wongsakul	Member
	Ms. Ravisada Angkeeros	Member
	Mrs. Niramol Jindanuwat	Member
	Mr. Gilles, Jean Jacques Cretallaz-Speich	Member
	Mr. Krisada Techamontreekul	Member
	Mr. Atthawet Prougestaporn	Member
	Ms. Maya Rigg	Member
	Mr. Aloysius Michael	Member
	Mr. Veenus Pandian Pandian	

## Roles of Sub-committees

Sub-committees responsible for risk management	: Risk Management Committee
Sub-committees responsible for nomination	: Nomination, Remuneration and Corporate Governance Committee
Sub-committees responsible for remuneration	: Nomination, Remuneration and Corporate Governance Committee
Sub-committees responsible for corporate governance	: Nomination, Remuneration and Corporate Governance Committee
Sub-committees responsible for corporate sustainability development	: Sustainability 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. CHANIN DONAVANIK Gender: Male Age: 66 years old Highest level of education: Master's degree Major: Business Administration	CHAIRMAN OF THE EXECUTIVE COMMITTEE	1 Jan 2016	Corporate Management
2. Mrs. SUPHAJEE SUTHUMPUN Gender: Female Age: 59 years old Highest level of education: Master's degree Major: Business Administration	GROUP CHIEF EXECUTIVE OFFICER	1 Jan 2016	Information & Communication Technology, Marketing, Finance, Sustainability, Corporate Management, Audit
3. Ms. La-ed Kovavisaruch Gender: Female Age: 61 years old Highest level of education: Master's degree Major: Business Administration	Chief Investment Officer	15 Aug 2016	Finance
4. Mrs. Niramol Jindanuwat Gender: Female Age: 60 years old Highest level of education: Doctoral degree Major: Management	Chief People Officer	4 Oct 2016	Human Resource Management
5. Mrs. Chitanong Poomipark Gender: Female Age: 56 years old Highest level of education: Master's degree Major: Law	Chief Legal Officer	1 Jun 2017	Law

6.	Mr. Siradej Donavanik Gender: Male Age: 38 years old Highest level of education: Master's degree Major: Business Administration	Vice President, Hotel Business Development	19 Mar 2018	Sustainability, Brand Management
7.	Mr. Sukit Ngamsangapong [1] Gender: Male Age: 55 years old Highest level of education: Master's degree Major: Business Administration	Chief Financial Officer	16 Sep 2019	Accounting, Finance, Corporate Management, Audit
8.	Mr. Gilles, Jean Jacques Cretallaz-Speich Gender: Male Age: 58 years old Highest level of education: Below a bachelor's degree Major: Hotel Management	Chief Operating Officer	10 Jun 2022	Brand Management

[1] Highest responsibility in accounting and finance

[2] Directly responsible for financial account supervision

## Remuneration policy for executives (7.4.2 – 7.4.3)

### Remuneration policy for executives

Remuneration policy for executives : Yes

### Remuneration

	2021	2022	2023
Total executive remuneration (baht)	66,040,000.00	64,830,000.00	73,102,140.95

### 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)	: 1,342
Number of female employees (persons)	: 1,377
<b>Total number of employees (persons)</b>	<b>: 2,719</b>

#### Employee Remuneration

Total employee remuneration	: 0.00
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#### Provident fund

Total number of employees (persons)	: 2,719
Number of employees contributing to the PVD (persons)	: 1,932
Percentage of employees who are members (%)	: 71.06

# Performance Report on Corporate Governance

## Performance Report on Corporate Governance

### Summary of Director Performance (8.1)

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

##### List of new directors appointed in the past year

##### • List of continuing directors (full term of directorship and being re-appointed as a director)

General information	Position	Date position was assumed	Experience and expertise
1. Mrs. SINEE THIENPRASIDDHI Gender: Female Age: 65 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Executive)  Director type: Re-elected as director	Date position was assumed: 1 Jan 1993	Corporate Management
2. Mrs. SUPHAJEE SUTHUMPUN Gender: Female Age: 59 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Executive)  Director type: Re-elected as director	Date position was assumed: 1 Oct 2015	Information & Communication Technology, Marketing, Finance, Sustainability, Corporate Management, Audit
3. Mr. KITTIPONG KITTAYARAK Gender: Male Age: 65 years old Highest level of education: Doctoral degree Major: Law Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director)  Director type: Re-elected as director	Date position was assumed: 1 Apr 2016	Law, Sustainability, Corporate Management, Audit

4.	Mrs. NUALPHAN LAMSAM	Director (Non-executive)	Date position was assumed: 9 Aug 2021	Property Development, Marketing, Accounting, Finance, Sustainability, Corporate Management, Insurance
	Gender: Female			
	Age: 57 years old			
	Highest level of education:	Director type: Re-elected as director		
	Master's degree			
	Major: Management			
	Thai nationality: Yes			
	Residing in Thailand: Yes			

### Development of directors over the past year

List of directors	Position	Participated in director development program
Mr. ARSA SARASIN	Chairman of the board	Non-participating
Mr. CHANIN DONAVANIK	Vice Chairman	Non-participating
Mrs. SINEE THIENPRASIDDHI	Director	Non-participating
Mrs. PRANEE PHASIPOL	Director	Participating
Mrs. SUPHAJEE SUTHUMPUN	Director	Non-participating
Mr. KITTIPONG KITTAYARAK	Director	Non-participating
Mr. PAKHAWAT KOVITHVATHANAPHONG	Director	Participating
Khunying SUCHADA KIRANANDANA	Director	Participating
Mr. SOMPRASONG BOONYACHAI	Director	Non-participating
Mr. TEERAPOL CHOTICHANAPIBAL	Director	Participating
Mrs. NUALPHAN LAMSAM	Director	Non-participating
Ms. PIYAPORN PHANACHET	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) : 11

Date of AGM meeting : 28 Apr 2023

EGM meeting : No

	List of directors	Termination date	Number of Board Meeting	AGM meetings	EGM meetings
1.	Mr. ARSA SARASIN (Chairman of the board)	-	10/11	Participating	Did not hold the meeting
2.	Mr. CHANIN DONAVANIK (Vice Chairman)	-	11/11	Participating	Did not hold the meeting
3.	Mrs. SINEE THIENPRASIDDHI (Director)	-	10/11	Participating	Did not hold the meeting
4.	Mrs. PRANEE PHASIPOL (Director)	-	11/11	Participating	Did not hold the meeting
5.	Mrs. SUPHAJEE SUTHUMPUN (Director)	-	11/11	Participating	Did not hold the meeting
6.	Mr. KITTIPONG KITTAYARAK (Director)	-	10/11	Participating	Did not hold the meeting
7.	Mr. PAKHAWAT KOVITHVATHANAPHONG (Director)	-	10/11	Participating	Did not hold the meeting
8.	Khunying SUCHADA KIRANANDANA (Director)	-	10/11	Participating	Did not hold the meeting
9.	Mr. SOMPRASONG BOONYACHAI (Director)	-	11/11	Participating	Did not hold the meeting
10.	Mr. TEERAPOL CHOTICHANAPIBAL (Director)	-	11/11	Participating	Did not hold the meeting
11.	Mrs. NUALPHAN LAMSAM (Director)	-	6/11	Participating	Did not hold the meeting



12.	Ms. PIYAPORN PHANACHET (Director)	-	9/11	Participating	Did not hold the meeting
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## Remuneration for company directors

	List of directors	Termination date	Meeting allowance (baht)	Other monetary remuneration (baht)	Other non- monetary
1.	Mr. ARSA SARASIN (Chairman of the board)	-	275,000.00	480,000.00	No
2.	Mr. CHANIN DONAVANIK (Vice Chairman)	-	165,000.00	240,000.00	No
3.	Mrs. SINEE THIENPRASIDDHI (Director)	-	150,000.00	240,000.00	No
4.	Mrs. PRANEE PHASIPOL (Director)	-	340,000.00	480,000.00	No
5.	Mrs. SUPHAJEE SUTHUMPUN (Director)	-	165,000.00	240,000.00	No
6.	Mr. KITTIPONG KITTAYARAK (Director)	-	210,000.00	240,000.00	No
7.	Mr. PAKHAWAT KOVITHVATHANAPHONG (Director)	-	205,000.00	240,000.00	No
8.	Khunying SUCHADA KIRANANDANA (Director)	-	230,000.00	240,000.00	No
9.	Mr. SOMPRASONG BOONYACHAI (Director)	-	270,000.00	240,000.00	No
10.	Mr. TEERAPOL CHOTICHANAPIBAL (Director)	-	300,000.00	420,000.00	No
11.	Mrs. NUALPHAN LAMSAM (Director)	-	90,000.00	240,000.00	No
12.	Ms. PIYAPORN PHANACHET (Director)	-	270,000.00	420,000.00	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) : 8

List of directors		Termination date	Number of the audit committee meeting
1.	Mrs. PRANEE PHASIPOL (Chairman of the audit committee)	-	8/8
2.	Mr. TEERAPOL CHOTICHANAPIBAL (Audit committee)	-	8/8
3.	Ms. PIYAPORN PHANACHET (Audit committee)	-	8/8