



Annual Registration Statement / Annual Report

Form 56-1 One Report

(Structured Data Report)

TPCS 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 : TPCS PUBLIC COMPANY LIMITED

Symbol : TPCS

Address : No. 489 Rama 3 Road, Bang Khlo, Bang Kho Laem

Province : Bangkok

Postcode : 10120

Business : Manufacturing and distribution of non-woven fabric, products made of non-woven fabric such as automotive parts, air filter, face mask, household products and raw materials of Industrial Textile and the outsourcing.

Registration Number : 0107537001447

Telephone : 0-2294-0071

Website : www.tpcsplc.com

Email : tpcs@tpcsplc.com

Total Shares Sold (shares)

Common Stock : 108,000,000

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)	932,706.00	1,793,234.00	1,437,117.00
Products for industrial (Thousand Baht) (Thousand baht)	676,067.00	803,621.00	802,461.00
Products for sanitation and household (Thousand baht)	256,639.00	989,613.00	634,656.00

	2021	2022	2023
Total revenue from operations (%)	100.00	100.00	100.00
Products for industrial (Thousand Baht) (%)	72.48	44.81	55.84
Products for sanitation and household (%)	27.52	55.19	44.16

By Geographical Area or Market

	2021	2022	2023
Total revenue from operations (Thousand baht)	932,706.00	1,793,234.00	1,437,117.00
Domestic (Thousand baht)	698,185.00	1,519,720.00	1,153,705.00
International (Thousand baht)	234,521.00	273,514.00	283,412.00

	2021	2022	2023
Total revenue from operations (%)	100.00	100.00	100.00
Domestic (%)	74.86	84.75	80.28
International (%)	25.14	15.25	19.72

Other income as specified in the financial statements

	2021	2022	2023
Total other income (Thousand baht)	75,225.00	58,226.00	60,610.00
Other income from operations (Thousand baht)	0.00	0.00	0.00
Other income not from operations (Thousand baht)	75,225.00	58,226.00	60,610.00
Dividend income (Thousand baht)	39,811.00	44,644.00	31,337.00

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

	2021	2022	2023
Share of profit (Thousand baht)	-9,140.00	-12,226.00	-6,896.00

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	3,923.00	3,152.00	3,593.00

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)

Strategic 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
- Reliance on large partners / distributors or few partners / distributors
- Damage to company image and reputation
- Climate change and disasters
- Other

Operational Risk

- Reliance on employees in key positions
- Shortage or reliance on skilled workers
- Shortage or fluctuation in pricing of raw materials or productive resources
- Information security and cyber-attack
- Safety, occupational health, and working environment
- Climate change and disasters
- Impact on the environment
- Impact on human rights

- Corruption

Compliance Risk

- Change in laws and regulations
- Violations of laws and regulations

Financial Risk

- Fluctuation in exchange rates, interest rates, or the inflation rate
- Fluctuation in return on assets or investment

Risk to Securities Holder (2.2.2)

Risks from fluctuation of the ordinary share prices

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.tpcsplc.com/sustainability-governance>

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.tpcsplc.com/sus/1>

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)	24,946.73	28,721.00	33,962.00
Fuel oil (Litres)	0.00	5,000.00	700.00
Natural gas (Standard cubic feet)	0.00	0.00	N/A

• Electricity consumption

	2021	2022	2023
Total electricity consumption within the organization (Kilowatt-Hours)	5,529,880.00	6,256,536.00	6,860,218.00

Water management

• Water consumption

	2021	2022	2023
Total water withdrawal (Cubic meters)	26,752.00	36,378.00	38,844.00

Waste management

• Waste from operations

	2021	2022	2023
Non-hazardous waste (Kilograms)	57,380.00	54,880.00	73,210.00
Hazardous waste (Kilograms)	82,990.00	76,880.00	58,890.00
Total waste generated (Kilograms)	140,370.00	131,760.00	132,100.00

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)	69.04	96.26	97.07
Scope 2 (Tons of carbon dioxide equivalents)	3,218.95	3,127.64	3,993.33
Scope 3 (Tons of carbon dioxide equivalents)	910.46	1,248.46	1,093.82
Total GHG emissions (Metric tonnes of carbon dioxide equivalent)	4,198.45	4,472.36	5,184.22

• Verification of greenhouse gas emissions over the past year

Third-party verification : No

Social Aspect (3.4)

Policy and Guideline on Social Aspect (3.4.1)

Human Rights Policy and Practice : Yes

URL of human rights policy : <https://www.tpcsplc.com/sus/14>

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)	263	347	362
Number of female employees (Persons)	312	372	412
Total number of employees (Persons)	575	719	774

• Employee remuneration

	2021	2022	2023
Employee remuneration (baht)	191,376,045.67	248,953,901.00	208,258,980.83

• Employee development and training

	2021	2022	2023
Average employee training hours (Hours / Person / Year)	5.00	3.00	5.00

• Health, safety and work environment

	2021	2022	2023
Total number of lost time injury incidents by employees (Cases)	1	2	5

• **Employee retention**

	2021	2022	2023
Percentage of employees who voluntarily resigned (%)	35.83	47.29	64.21

• **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 : <https://www.tpcsplc.com/goodcorporate>

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	11	100.00
Number of male directors	8	72.73
Number of female directors	3	27.27
Number of executive directors	5	45.45
Number of non-executive directors	6	54.55
Number of independent directors	4	36.36

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.	Mr. SUCHAI NARONGKANANUKUL Gender: Male Age: 77 years old Highest level of education: Bachelor's degree Major: Architecture Thai nationality: Yes Residing in Thailand: Yes	Chairman of the board (Executive) Director type: Original director	20 Dec 2023	Economics, Fashion, Finance & Securities, Automotive, Industrial Materials & Machinery, Commerce, Health Care Services, Marketing, Accounting, Finance, Corporate Social Responsibility, Human Resource Management, Sustainability, Data Analysis, Statistics, Brand Management, Negotiation, Project Management, Corporate Management, Engineering, Architecture, Design, Change Management, Leadership, Strategic Management, Risk Management, Audit, Budgeting, Governance/ Compliance
2.	Mr. KORAVIT NARONGKANANUKUL Gender: Male Age: 31 years old Highest level of education: Master's degree Major: Management Thai nationality: Yes Residing in Thailand: Yes	Director (Executive) Director type: Original director	27 Apr 2021	Fashion, Commerce, Marketing, Corporate Social Responsibility, Sustainability, Data Management, Digital Marketing, Brand Management, Project Management, Corporate Management, Engineering, Change Management, Governance/ Compliance

3.	<p>Mr. ARNUT RATTANAPATHIMAKORN</p> <p>Gender: Male</p> <p>Age: 67 years old</p> <p>Highest level of education: Bachelor's degree</p> <p>Major: Engineering</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director (Executive)</p> <p>Director type: Original director</p>	26 Apr 1991	<p>Home & Office Products, Personal Products & Pharmaceuticals, Automotive, Industrial Materials & Machinery, Energy & Utilities, Health Care Services, Marketing, Corporate Social Responsibility, Human Resource Management, Sustainability, Procurement, Data Management, Data Analysis, Negotiation, Project Management, Corporate Management, Engineering, Change Management, Leadership, Strategic Management, Risk Management, Audit, Budgeting, Governance/ Compliance</p>
4.	<p>Mr. SOMNUEK THUNGPUKDEE</p> <p>Gender: Male</p> <p>Age: 57 years old</p> <p>Highest level of education: Bachelor's degree</p> <p>Major: Engineering</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director (Executive)</p> <p>Director type: Original director</p>	12 Nov 2018	<p>Automotive, Industrial Materials & Machinery, Energy & Utilities, Procurement, Project Management, Engineering, Design, Change Management, Governance/ Compliance</p>
5.	<p>Ms. RACHANEE LUEVIPASAKUL</p> <p>Gender: Female</p> <p>Age: 67 years old</p> <p>Highest level of education: Bachelor's degree</p> <p>Major: Management</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director (Executive)</p> <p>Director type: Original director</p>	11 Aug 2022	<p>Human Resource Management, Sustainability, Procurement, Governance/ Compliance</p>

6.	<p>Ms. SIRIKUL DHANASARNILP</p> <p>Gender: Female</p> <p>Age: 76 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>Director</p> <p>(Non-executive)</p> <p>Director type: Original director</p>	7 Jul 1976	<p>Economics, Fashion, Accounting, Finance, Human Resource Management, Data Management, Data Analysis, Brand Management, Corporate Management, Audit, Governance/ Compliance</p>
7.	<p>Ms. Natthakan Thanawadee</p> <p>Gender: Female</p> <p>Age: 40 years old</p> <p>Highest level of education: Bachelor's degree</p> <p>Major: Accounting</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director</p> <p>(Non-executive)</p> <p>Director type: Newly appointed director to replace ex-director</p>	20 Dec 2023	<p>Accounting, Finance</p>
8.	<p>Mr. PADOONG TECHASARINTR</p> <p>Gender: Male</p> <p>Age: 83 years old</p> <p>Highest level of education: Bachelor's degree</p> <p>Major: Accounting</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director</p> <p>(Non-executive, Independent director)</p> <p>Director type: Original director</p>	26 Apr 1999	<p>Agribusiness, Banking, Finance & Securities, Property Fund & REITs, Accounting, Finance, Sustainability, Negotiation, Risk Management, Audit, Internal Control, Governance/ Compliance</p>
9.	<p>Dr. UTID TAMWATIN</p> <p>Gender: Male</p> <p>Age: 74 years old</p> <p>Highest level of education: Doctoral degree</p> <p>Major: Business Administration</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director</p> <p>(Non-executive, Independent director)</p> <p>Director type: Original director</p>	8 Aug 2019	<p>Agribusiness, Food & Beverage, Insurance, Tourism & Leisure, Law, Sustainability, Risk Management, Audit, Governance/ Compliance</p>

10.	Assoc. Prof. Dr. SUPACHET CHANSARN Gender: Male Age: 44 years old Highest level of education: Doctoral degree Major: Philosophy Program in Demography Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Original director	27 Apr 2021	Economics, Finance & Securities, Finance, Data Management, Data Analysis, Statistics, Project Management, Corporate Management, Strategic Management, Audit, Governance/ Compliance
11.	Mr. NATTAVUDH PUNGCHAROENPONG Gender: Male Age: 46 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	26 Apr 2022	Finance & Securities, Media & Publishing, Information & Communication Technology, Sustainability, IT Management, Digital Marketing, Brand Management, Negotiation, Leadership, Risk Management, Audit, Governance/ Compliance

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

General information	Position	Tenure	Replacement Director
1. Mr. MANU LEELANUWATANA Gender: Male Age: 78 years old Highest level of education: Bachelor's degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Chairman of the board (Non-executive)	Date position was assumed: 7 Jul 1976 Date directorship ended: 1 Dec 2023	Ms. Natthakan Thanawadee Date position was assumed: 20 Dec 2023

Other Information pertaining to committees

The Chairman is an independent director : No

The Chairman and the manager are the same person : No

The Chairman and the manager are members of the same family : Yes

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

Remark : The Company appoints at least one independent director to set the meeting agenda for the Board of Directors, namely Mr. PadoongTechasarintr.

Sub-committees (7.3)

Information about sub-committees (7.3.2)

Audit Committee

List of audit committee members

General information		Position	Date position was assumed	Experience and expertise
1.	Mr. PADOONG TECHASARINTR [1] Gender: Male Age: 83 years old Highest level of education: Bachelor's degree Major: Accounting Thai nationality: Yes Residing in Thailand: Yes	Chairman of the audit committee (Non-executive, Independent director) Director type: Original director	26 Apr 1999	Agribusiness, Banking, Finance & Securities, Property Fund & REITs, Accounting, Finance, Sustainability, Negotiation, Risk Management, Audit, Internal Control, Governance/ Compliance
2.	Dr. UTID TAMWATIN Gender: Male Age: 74 years old Highest level of education: Doctoral degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director) Director type: Original director	8 Aug 2019	Agribusiness, Food & Beverage, Insurance, Tourism & Leisure, Law, Sustainability, Risk Management, Audit, Governance/ Compliance

3.	Assoc. Prof. Dr. SUPACHET CHANSARN Gender: Male Age: 44 years old Highest level of education: Doctoral degree Major: Philosophy Program in Demography Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director) Director type: Original director	27 Apr 2021	Economics, Finance & Securities, Finance, Data Management, Data Analysis, Statistics, Project Management, Corporate Management, Strategic Management, Audit, Governance/ Compliance
4.	Mr. NATTAVUDH PUNGCHAROENPONG Gender: Male Age: 46 years old Highest level of education: Master's degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director) Director type: Original director	26 Apr 2022	Finance & Securities, Media & Publishing, Information & Communication Technology, Sustainability, IT Management, Digital Marketing, Brand Management, Negotiation, Leadership, Risk Management, Audit, 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. SUCHAI NARONGKANANUKUL Gender: Male Age: 77 years old Highest level of education: Bachelor's degree Major: Architecture Thai nationality: Yes Residing in Thailand: Yes	Chairman of the executive committee	24 Dec 1999

2.	Mr. KORAVIT NARONGKANANUKUL Gender: Male Age: 31 years old Highest level of education: Master's degree Major: Management Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	10 Aug 2020
3.	Mr. ARNUT RATTANAPATHIMAKORN Gender: Male Age: 67 years old Highest level of education: Bachelor's degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	24 Dec 1999
4.	Mr. SOMNUEK THUNGPUKDEE Gender: Male Age: 57 years old Highest level of education: Bachelor's degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	12 May 2011
5.	Ms. RACHANEE LUEVIPASAKUL Gender: Female Age: 67 years old Highest level of education: Bachelor's degree Major: Management Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	1 Mar 2004
6.	Ms. DARUNEE SUPO Gender: Female Age: 56 years old Highest level of education: Bachelor's degree Major: Accounting Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	8 May 2014

7.	Mrs. SUWANNEE NAIPONGPRASIT Gender: Female Age: 55 years old Highest level of education: Bachelor's degree Major: Bachelor of Education Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	11 May 2022
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List of executive committee members who resigned/vacated their position during the year

General information	Position	Tenure	Replacement Director
1. Mrs. Sukjai Rachadej Gender: Female Age: 56 years old Highest level of education: Bachelor's degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	Date position was assumed: 11 May 2022 Date directorship ended: 20 Dec 2023	No replacement director

Other sub-committees

Sub-committees information

Name of sub-committees	List of directors	Position
Remuneration Committee	Ms. SIRIKUL DHANASARNILP Mr. PADOONG TECHASARINTR Mr. ARNUT RATTANAPATHIMAKORN Dr. UTID TAMWATIN	Chairman Member Member Member
Nomination Committee	Mr. Boonsithi Chokwatana Mr. SUCHAI NARONGKANANUKUL Mr. KORAVIT NARONGKANANUKUL Dr. UTID TAMWATIN	Member Chairman Member Member
Corporate Governance and Sustainability and Risk Management Committee	Mr. PADOONG TECHASARINTR Mr. ARNUT RATTANAPATHIMAKORN Dr. UTID TAMWATIN Mr. NATTAVUDH PUNGCHAROENPONG Mr. SOMNUEK THUNGPUKDEE	Chairman Member Member Member Member

Roles of Sub-committees

Sub-committees responsible for risk management	: Corporate Governance and Sustainability and 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 Sustainability and Risk Management Committee
Sub-committees responsible for corporate sustainability development	: Corporate Governance and Sustainability and Risk Management 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. SUCHAI NARONGKANANUKUL Gender: Male Age: 77 years old Highest level of education: Bachelor's degree Major: Architecture	CHAIRMAN OF THE EXECUTIVE BOARD	24 Dec 1999	Economics, Fashion, Finance & Securities, Automotive, Industrial Materials & Machinery, Commerce, Health Care Services, Marketing, Accounting, Finance, Corporate Social Responsibility, Human Resource Management, Sustainability, Data Analysis, Statistics, Brand Management, Negotiation, Project Management, Corporate Management, Engineering, Architecture, Design, Change Management, Leadership, Strategic Management, Risk Management, Audit, Budgeting, Governance/ Compliance
2. Mr. KORAVIT NARONGKANANUKUL Gender: Male Age: 31 years old Highest level of education: Master's degree Major: Management	Managing Director	20 Dec 2023	Fashion, Commerce, Marketing, Corporate Social Responsibility, Sustainability, Data Management, Digital Marketing, Brand Management, Project Management, Corporate Management, Engineering, Change Management, Governance/ Compliance

3.	<p>Mr. ARNUT RATTANAPATHIMAKORN</p> <p>Gender: Male</p> <p>Age: 67 years old</p> <p>Highest level of education: Bachelor's degree</p> <p>Major: Engineering</p>	<p>Deputy Managing Director</p>	12 May 2011	<p>Home & Office Products, Personal Products & Pharmaceuticals, Automotive, Industrial Materials & Machinery, Energy & Utilities, Health Care Services, Marketing, Corporate Social Responsibility, Human Resource Management, Sustainability, Procurement, Data Management, Data Analysis, Negotiation, Project Management, Corporate Management, Engineering, Change Management, Leadership, Strategic Management, Risk Management, Audit, Budgeting, Governance/ Compliance</p>
4.	<p>Ms. RACHANEE LUEVIPASAKUL</p> <p>Gender: Female</p> <p>Age: 67 years old</p> <p>Highest level of education: Bachelor's degree</p> <p>Major: Management</p>	<p>HUMAN RESOURCES AND ADMINISTRATION MANAGER</p>	1 Jan 2006	<p>Human Resource Management, Sustainability, Procurement, Governance/ Compliance</p>
5.	<p>Mr. SOMNUEK THUNGPUKDEE</p> <p>Gender: Male</p> <p>Age: 57 years old</p> <p>Highest level of education: Bachelor's degree</p> <p>Major: Engineering</p>	<p>FACTORY MANAGER</p>	21 Apr 2017	<p>Automotive, Industrial Materials & Machinery, Energy & Utilities, Procurement, Project Management, Engineering, Design, Change Management, Governance/ Compliance</p>
6.	<p>Ms. DARUNEE SUPO [1][2]</p> <p>Gender: Female</p> <p>Age: 56 years old</p> <p>Highest level of education: Bachelor's degree</p> <p>Major: Accounting</p>	<p>ACCOUNTING AND FINANCE MANAGER (CFO)</p>	8 May 2014	<p>Accounting, Finance, Corporate Social Responsibility, Sustainability, Data Management, Data Analysis, Change Management, Leadership, Strategic Management, Risk Management, Audit, Budgeting, Governance/ Compliance</p>

7.	Mrs. SUWANNEE NAIPONGPRASIT Gender: Female Age: 55 years old Highest level of education: Bachelor's degree Major: Bachelor of Education	FACTORY MANAGER	21 Apr 2017	Automotive, Industrial Materials & Machinery, Corporate Social Responsibility, Human Resource Management, Sustainability, Procurement, Negotiation, Project Management, Leadership, Governance/ Compliance
8.	Mr. SUPACHAI TECHALAPANARASMEE Gender: Male Age: 67 years old Highest level of education: Bachelor's degree Major: Accounting	INTERNAL AUDIT MANAGER	6 Jun 2016	Accounting, Data Management, Data Analysis, Risk Management, Internal Control

[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)	49,332,486.33	52,825,307.00	31,983,660.00

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) : 362

Number of female employees (persons) : 412

Total number of employees (persons) : 774

Employee Remuneration

Total employee remuneration : 208,258,980.83

Provident fund

Total number of employees (persons) : 774

Number of employees contributing to the PVD (persons) : 241

Percentage of employees who are members (%) : 31.16

Performance Report on Corporate Governance

Performance Report on Corporate Governance

Summary of Director Performance (8.1)

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

List of new directors appointed in the past year

• List of newly appointed director to replace the ex-director

General information	Position	Date position was assumed	Experience and expertise
1. Ms. Natthakan Thanawadee Gender: Female Age: 40 years old Highest level of education: Bachelor's degree Major: Accounting Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive) Director type: Newly appointed director to replace ex-director	Date position was assumed: 20 Dec 2023	Accounting, Finance

Development of directors over the past year

List of directors	Position	Participated in director development program
Mr. SUCHAI NARONGKANANUKUL	Chairman of the board	Non-participating
Mr. KORAVIT NARONGKANANUKUL	Director	Participating
Mr. ARNUT RATTANAPATHIMAKORN	Director	Non-participating
Mr. SOMNUEK THUNGPUKDEE	Director	Non-participating
Ms. RACHANEE LUEVIPASAKUL	Director	Non-participating
Ms. SIRIKUL DHANASARNSILP	Director	Non-participating
Ms. Natthakan Thanawadee	Director	Participating
Mr. PADOONG TECHASARINTR	Director	Non-participating

Dr. UTID TAMWATIN	Director	Non-participating
Assoc. Prof. Dr. SUPACHET CHANSARN	Director	Non-participating
Mr. NATTAVUDH PUNGCHAROENPONG	Director	Non-participating
Mr. MANU LEELANUWATANA	Chairman of the board	Non-participating

Directors' performance assessment

Method used to evaluate directors' performance : Whole-board-of-directors assessment

Meeting attendance and remuneration to each Board member (8.1.2)

Meeting attendance of the board of directors

Number of board meetings (times) : 6

Date of AGM meeting : 25 Apr 2023

EGM meeting : No

List of directors	Termination date	Number of Board Meeting	AGM meetings	EGM meetings
1. Mr. SUCHAI NARONGKANANUKUL (Chairman of the board)	-	6/6	Participating	Did not hold the meeting
2. Mr. KORAVIT NARONGKANANUKUL (Director)	-	6/6	Participating	Did not hold the meeting
3. Mr. ARNUT RATTANAPATHIMAKORN (Director)	-	6/6	Participating	Did not hold the meeting
4. Mr. SOMNUEK THUNGPUKDEE (Director)	-	6/6	Participating	Did not hold the meeting
5. Ms. RACHANEE LUEVIPASAKUL (Director)	-	6/6	Participating	Did not hold the meeting
6. Ms. SIRIKUL DHANASARNILP (Director)	-	6/6	Participating	Did not hold the meeting

7.	Ms. Natthakan Thanawadee (Director)	-	0/0	Non-participating	Did not hold the meeting
8.	Mr. PADOONG TECHASARINTR (Director)	-	6/6	Participating	Did not hold the meeting
9.	Dr. UTID TAMWATIN (Director)	-	6/6	Participating	Did not hold the meeting
10.	Assoc. Prof. Dr. SUPACHET CHANSARN (Director)	-	6/6	Participating	Did not hold the meeting
11.	Mr. NATTAVUDH PUNGCHAROENPONG (Director)	-	5/6	Participating	Did not hold the meeting
12.	Mr. MANU LEELANUWATANA (Chairman of the board)	1 Dec 2023	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. SUCHAI NARONGKANANUKUL (Chairman of the board)	-	60,000.00	N/A	No
2.	Mr. KORAVIT NARONGKANANUKUL (Director)	-	60,000.00	N/A	No
3.	Mr. ARNUT RATTANAPATHIMAKORN (Director)	-	60,000.00	N/A	No
4.	Mr. SOMNUEK THUNGPUKDEE (Director)	-	60,000.00	N/A	No
5.	Ms. RACHANEE LUEVIPASAKUL (Director)	-	60,000.00	N/A	No
6.	Ms. SIRIKUL DHANASARNILP (Director)	-	60,000.00	N/A	No
7.	Ms. Natthakan Thanawadee (Director)	-	0.00	N/A	No
8.	Mr. PADOONG TECHASARINTR (Director)	-	60,000.00	N/A	No
9.	Dr. UTID TAMWATIN (Director)	-	60,000.00	N/A	No
10.	Assoc. Prof. Dr. SUPACHET CHANSARN (Director)	-	60,000.00	N/A	No
11.	Mr. NATTAVUDH PUNGCHAROENPONG (Director)	-	50,000.00	N/A	No
12.	Mr. MANU LEELANUWATANA (Chairman of the board)	1 Dec 2023	60,000.00	N/A	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) : 12

List of directors		Termination date	Number of the audit committee meeting
1.	Mr. PADOONG TECHASARINTR (Chairman of the audit committee)	-	12/12
2.	Dr. UTID TAMWATIN (Audit committee)	-	12/12
3.	Assoc. Prof. Dr. SUPACHET CHANSARN (Audit committee)	-	12/12
4.	Mr. NATTAVUDH PUNGCHAROENPONG (Audit committee)	-	12/12