



Annual Registration Statement / Annual Report

Form 56-1 One Report

(Structured Data Report)

SUB SRI THAI 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 : SUB SRI THAI PUBLIC COMPANY LIMITED

Symbol : SST

Address : 206, Plaza Building, 4th Floor, Soi Pattanakarn 20, Suan Luang
Sub-District, Suan Luang District

Province : Bangkok

Postcode : 10250

Business : Providing document and property storage, rental service and
space management, stock management, port and terminal
service, and invest in a holding company investing in food and
beverage businesses and fashion.

Registration Number : 0107537002117

Telephone : 0-2318-5514-5

Website : <http://www.subsrithai.co.th>

Email : IR-sst@SubSriThai.co.th

Total Shares Sold (shares)

Common Stock : 526,456,550

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)	2,552,000.00	3,987,000.00	3,972,000.00
Document Storage Warehouse and Wharf (Thousand baht)	376,000.00	367,000.00	364,000.00
REIT Management (Thousand baht)	6,000.00	6,000.00	7,000.00
Food & Beverage (Thousand baht)	2,006,000.00	3,362,000.00	3,317,000.00
Lifestyle Business (Thousand baht)	164,000.00	252,000.00	284,000.00
other (Thousand baht)	164,000.00	204,000.00	117,000.00
Other (Thousand baht)	164,000.00	204,000.00	117,000.00

	2021	2022	2023
Total revenue from operations (%)	100.00	100.00	100.00
Document Storage Warehouse and Wharf (%)	14.73	9.20	9.16
REIT Management (%)	0.24	0.15	0.18
Food & Beverage (%)	78.61	84.32	83.51
Lifestyle Business (%)	6.43	6.32	7.15
other (%)	6.43	5.12	2.95
Other (%)	6.43	5.12	2.95

By Geographical Area or Market

	2021	2022	2023
Total revenue from operations (Thousand baht)	2,552,000.00	3,987,000.00	3,972,000.00
Domestic (Thousand baht)	2,322,000.00	3,272,000.00	3,640,000.00
International (Thousand baht)	230,000.00	715,000.00	332,000.00

	2021	2022	2023
Total revenue from operations (%)	100.00	100.00	100.00
Domestic (%)	90.99	82.07	91.64
International (%)	9.01	17.93	8.36

Other income as specified in the financial statements

	2021	2022	2023
Total other income (Thousand baht)	164,000.00	204,000.00	117,000.00
Other income from operations (Thousand baht)	164,000.00	177,000.00	117,000.00
Other income not from operations (Thousand baht)	0.00	27,000.00	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)

High Competitions

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Behavior or needs of customers / consumers

Risks in Franchise Extension and changing in details and conditions

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Behavior or needs of customers / consumers

Compliance Risk

- Change in laws and regulations

Risk from the changes in document storage method

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Behavior or needs of customers / consumers
- Government policy
- Changes in technologies

Compliance Risk

- Change in laws and regulations

Interest rate risk

Risk Management Measures: Yes

Related Risk Topics

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 in Debt Collection from Account Receivables

Risk Management Measures: Yes

Related Risk Topics

Financial Risk

- Default on payment or exchange of goods

Risk in Compliance with Long-term Loan Contract

Risk Management Measures: Yes

Related Risk Topics

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 in Shortage of Labor

Risk Management Measures: Yes

Related Risk Topics

Operational Risk

- Reliance on employees in key positions
- Shortage or reliance on skilled workers

Risk from SSTRT not extending lease of document warehouse

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Business operations of partners in the supply chain

Risk to Securities Holder (2.2.2)

The Company has its major shareholders > 50%

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.subsrithai.co.th/governance.asp>

Environmental Aspect (3.3)

Policy and Guideline on Environmental Aspect (3.3.1)

Environmental Policy and Practice : Yes

Company environmental guideline : Electricity Management, Fuel Management, Water Management

Results with Respect to the Environmental Aspect (3.3.2)

Energy management

• Fuel consumption

	2021	2022	2023
Jet fuel (Litres)	N/A	0.00	N/A
Diesel (Litres)	N/A	71,150.73	N/A
Gasoline (Litres)	N/A	0.00	N/A
Fuel oil (Litres)	N/A	0.00	N/A
Crude oil (Barrels)	N/A	0.00	N/A
Natural gas (Standard cubic feet)	N/A	0.00	N/A
LPG (Kilograms)	N/A	0.00	N/A
Steam (Metric tonnes)	N/A	0.00	N/A

Coal (Metric tonnes)	N/A	0.00	N/A
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• Electricity consumption

	2021	2022	2023
Total electricity consumption within the organization (Kilowatt-Hours)	884,199.00	819,397.00	755,821.00

Water management

• Water consumption

	2021	2022	2023
Total water withdrawal (Cubic meters)	15,090.00	15,047.00	15,152.00

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)	N/A	N/A	N/A
Scope 2 (Tons of carbon dioxide equivalents)	N/A	N/A	N/A
Scope 3 (Tons of carbon dioxide equivalents)	N/A	N/A	N/A
Total GHG emissions (Metric tonnes of carbon dioxide equivalent)	0.00	0.00	0.00

- **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.subsritthai.co.th/governance.asp>

Company human right guideline : Employee Rights, Migrant Workers, Child Labor, 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)	140	144	131
Number of female employees (Persons)	123	113	115
Total number of employees (Persons)	263	257	246

• Employee remuneration

	2021	2022	2023
Employee remuneration (baht)	83,308,973.50	86,064,440.50	89,648,635.00

• Employee development and training

	2021	2022	2023
Average employee training hours (Hours / Person / Year)	0.20	0.27	0.20
Employee development and training expenses (baht)	132,893.00	24,257.18	550,390.00

• Health, safety and work environment

	2021	2022	2023
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Total number of lost time injury incidents by employees (Cases)	4	4	4
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• **Employee retention**

	2021	2022	2023
Percentage of employees who voluntarily resigned (%)	N/A	29.96	N/A

• **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.subsrithai.co.th/governance.asp>

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, Director Development, Board Performance Evaluation

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	1	9.09
Number of non-executive directors	10	90.91
Number of independent directors	5	45.45

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. GEN. TARNCHAIYAN SRISUWAN Gender: Male Age: 65 years old Highest level of education: Master's degree Major: Political Science Thai nationality: Yes Residing in Thailand: Yes	Chairman of the board (Non-executive, Independent director) Director type: Original director	26 Apr 2023	Law

2.	Mr. SURAPONG PAISITPATNAPONG	Vice Chairman (Non-executive, Independent director)	28 Apr 2010	Law, Transportation & Logistics, Accounting
	Gender: Male			
	Age: 83 years old			
	Highest level of education:			
	Master's degree	Director type: Original		
	Major: Political Science	director		
	Thai nationality: Yes			
	Residing in Thailand: Yes			
3.	Mr. SUPASITH SUKHANINDR	Vice Chairman (Executive)	10 Mar 2016	Marketing, Finance
	Gender: Male			
	Age: 48 years old			
	Highest level of education:	Director type: Re-elected		
	Master's degree	as director		
	Major: Finance			
	Thai nationality: Yes			
	Residing in Thailand: Yes			
4.	Ms. DUANGDAO CHINTHAMMIT	Director (Non-executive)	17 Nov 2005	Economics
	Gender: Female			
	Age: 65 years old			
	Highest level of education:	Director type: Re-elected		
	Master's degree	as director		
	Major: Economics			
	Thai nationality: Yes			
	Residing in Thailand: Yes			
5.	Mrs. INTIRA SUKHANINDR	Director (Non-executive)	17 Nov 2005	Marketing
	Gender: Female			
	Age: 76 years old			
	Highest level of education: Below	Director type: Original		
	a bachelor's degree	director		
	Major: Secretary			
	Thai nationality: Yes			
	Residing in Thailand: Yes			

6.	Ms. DUANGKAE CHINTHAMMIT Gender: Female Age: 68 years old Highest level of education: Below a bachelor's degree Major: Finance Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive) Director type: Original director	21 Nov 2005	Commerce
7.	Mr. TOSPORN SIMTRAKAN Gender: Male Age: 72 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: Re-elected as director	28 Apr 2014	Law, Economics, Engineering
8.	Mr. SOMYOD SUTEERAPORNCHAI Gender: Male Age: 57 years old Highest level of education: Master's degree Major: Law Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive) Director type: Original director	1 Jan 2020	Law
9.	Mr. WISUTHI KANOKSICHARIN Gender: Male Age: 67 years old Highest level of education: Bachelor's degree Major: Law Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Original director	28 Dec 2020	Law

10.	Mr. KRITINART ISARANGKURA	Director (Non-executive)	1 Dec 2021	Engineering, Finance
	Gender: Male			
	Age: 49 years old			
	Highest level of education:	Director type: Original		
	Master's degree	director		
	Major: Business Administration			
	Thai nationality: Yes			
	Residing in Thailand: Yes			
11.	Mr. UDOM TANGMANASKUL	Director (Non-executive, Independent director)	26 Apr 2023	
	Gender: Male			
	Age: 52 years old			
	Highest level of education:	Director type: Original		
	Bachelor's degree	director		
	Major: Accounting			
	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.	Mr. SURAPONG PAISITPATNAPONG [1] Gender: Male Age: 83 years old Highest level of education: Master's degree Major: Political Science Thai nationality: Yes Residing in Thailand: Yes	Chairman of the audit committee (Non-executive, Independent director) Director type: Original director	10 Mar 2016	Law, Transportation & Logistics, Accounting
2.	Mr. TOSPORN SIMTRAKAN [1] Gender: Male Age: 72 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: Re-elected as director	28 Apr 2014	Law, Economics, Engineering
3.	Mr. WISUTHI KANOKSICHARIN Gender: Male Age: 67 years old Highest level of education: Bachelor's degree Major: Law Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director) Director type: Original director	28 Dec 2020	Law

4.	Mr. UDOM TANGMANASKUL [1]	Audit committee	26 Apr 2023
	Gender: Male	(Non-executive,	
	Age: 52 years old	Independent director)	
	Highest level of education:		
	Bachelor's degree	Director type: Original	
	Major: Accounting	director	
	Thai nationality: Yes		
	Residing in Thailand: Yes		

[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. SUPASITH SUKHANINDR Gender: Male Age: 48 years old Highest level of education: Master's degree Major: Finance Thai nationality: Yes Residing in Thailand: Yes	Chairman of the executive committee	10 Mar 2016

Other sub-committees

Sub-committees information

Name of sub-committees	List of directors	Position
Nomination and Remuneration Committee	Mr. SURAPONG PAISITPATNAPONG	Chairman
	Mr. WISUTHI KANOKSICHARIN	Member
	Mr. SUPASITH SUKHANINDR	Member
Member of the Audit and Corporate Governance Committee	Mr. SURAPONG PAISITPATNAPONG	Chairman
	Mr. WISUTHI KANOKSICHARIN	Member
	Mr. TOSPORN SIMTRAKAN	Member

Roles of Sub-committees

Sub-committees responsible for risk management	: Member of the Audit and Corporate Governance Committee
Sub-committees responsible for nomination	: Nomination and Remuneration Committee
Sub-committees responsible for remuneration	: Nomination and Remuneration Committee
Sub-committees responsible for corporate governance	: Member of the Audit and Corporate Governance Committee
Sub-committees responsible for corporate sustainability development	: None

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. SUPASITH SUKHANINDR Gender: Male Age: 48 years old Highest level of education: Master's degree Major: Finance	CHIEF EXECUTIVE OFFICER AND PRESIDENT	1 Jan 2016	Marketing, Finance

[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 : No

Remuneration

	2021	2022	2023
Total executive remuneration (baht)	19,990,898.00	14,588,437.60	14,488,420.40

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)	: 131
Number of female employees (persons)	: 115
Total number of employees (persons)	: 246

Employee Remuneration

Total employee remuneration	: 89,648,635.00
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Provident fund

Total number of employees (persons)	: 246
Number of employees contributing to the PVD (persons)	: 177
Percentage of employees who are members (%)	: 71.95

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. Mr. SUPASITH SUKHANINDR Gender: Male Age: 48 years old Highest level of education: Master's degree Major: Finance Thai nationality: Yes Residing in Thailand: Yes	Vice Chairman (Executive) Director type: Re-elected as director	Date position was assumed: 10 Mar 2016	Marketing, Finance
2. Ms. DUANGDAO CHINTHAMMIT Gender: Female Age: 65 years old Highest level of education: Master's degree Major: Economics Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive) Director type: Re-elected as director	Date position was assumed: 17 Nov 2005	Economics
3. Mr. TOSPORN SIMTRAKAN Gender: Male Age: 72 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: Re-elected as director	Date position was assumed: 28 Apr 2014	Law, Economics, Engineering

Development of directors over the past year

List of directors	Position	Participated in director development program
GEN. TARNCHAIYAN SRISUWAN	Chairman of the board	Non-participating
Mr. SURAPONG PAISITPATNAPONG	Vice Chairman	Non-participating
Mr. SUPASITH SUKHANINDR	Vice Chairman	Non-participating
Ms. DUANGDAO CHINTHAMMIT	Director	Non-participating
Mrs. INTIRA SUKHANINDR	Director	Non-participating
Ms. DUANGKAE CHINTHAMMIT	Director	Non-participating
Mr. TOSPORN SIMTRAKAN	Director	Non-participating
Mr. SOMYOD SUTEERAPORNCHAI	Director	Non-participating
Mr. WISUTHI KANOKSICHARIN	Director	Non-participating
Mr. KRITINART ISARANGKURA	Director	Non-participating
Mr. UDOM TANGMANASKUL	Director	Non-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) : 7

Date of AGM meeting : 26 Apr 2023

EGM meeting : No

	List of directors	Termination date	Number of Board Meeting	AGM meetings	EGM meetings
1.	GEN. TARNCHAIYAN SRISUWAN (Chairman of the board)	-	6/7	Participating	Did not hold the meeting
2.	Mr. SURAPONG PAISITPATNAPONG (Vice Chairman)	-	7/7	Participating	Did not hold the meeting
3.	Mr. SUPASITH SUKHANINDR (Vice Chairman)	-	7/7	Participating	Did not hold the meeting
4.	Ms. DUANGDAO CHINTHAMMIT (Director)	-	7/7	Participating	Did not hold the meeting
5.	Mrs. INTIRA SUKHANINDR (Director)	-	7/7	Participating	Did not hold the meeting
6.	Ms. DUANGKAE CHINTHAMMIT (Director)	-	7/7	Participating	Did not hold the meeting
7.	Mr. TOSPORN SIMTRAKAN (Director)	-	7/7	Participating	Did not hold the meeting
8.	Mr. SOMYOD SUTEERAPORNCHAI (Director)	-	6/7	Participating	Did not hold the meeting
9.	Mr. WISUTHI KANOKSICHARIN (Director)	-	6/7	Participating	Did not hold the meeting
10.	Mr. KRITINART ISARANGKURA (Director)	-	7/7	Participating	Did not hold the meeting
11.	Mr. UDOM TANGMANASKUL (Director)	-	6/7	Participating	Did not hold the meeting

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) : 5

List of directors		Termination date	Number of the audit committee meeting
1.	Mr. SURAPONG PAISITPATNAPONG (Chairman of the audit committee)	-	5/5
2.	Mr. TOSPORN SIMTRAKAN (Audit committee)	-	5/5
3.	Mr. WISUTHI KANOKSICHARIN (Audit committee)	-	4/5
4.	Mr. UDOM TANGMANASKUL (Audit committee)	-	4/5