



# **Annual Registration Statement / Annual Report**

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

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

**SUB SRI THAI PUBLIC COMPANY LIMITED**

Fiscal Year End 31 December 2025



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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

	2023	2024	2025
Total revenue from operations (Thousand baht)	3,973,000.00	3,386,000.00	2,685,000.00
Document Storage Warehouse and Wharf (Thousand baht)	365,000.00	359,000.00	336,000.00
REIT Management (Thousand baht)	7,000.00	7,000.00	6,000.00
Food & Beverage (Thousand baht)	3,317,000.00	2,725,000.00	2,086,000.00
Lifestyle Business (Thousand baht)	284,000.00	295,000.00	257,000.00
other (Thousand baht)	0.00	0.00	0.00

	2023	2024	2025
Total revenue from operations (%)	100.00	100.00	100.00
Document Storage Warehouse and Wharf (%)	9.19	10.60	12.51
REIT Management (%)	0.18	0.21	0.22
Food & Beverage (%)	83.49	80.48	77.69
Lifestyle Business (%)	7.15	8.71	9.57
other (%)	0.00	0.00	0.00

#### By Geographical Area or Market

	2023	2024	2025
Total revenue from operations (Thousand baht)	3,973,000.00	3,386,000.00	2,685,000.00
Domestic (Thousand baht)	3,640,000.00	3,084,000.00	2,419,000.00
International (Thousand baht)	333,000.00	302,000.00	266,000.00

	2023	2024	2025
Total revenue from operations (%)	100.00	100.00	100.00
Domestic (%)	91.62	91.08	90.09
International (%)	8.38	8.92	9.91

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

	2023	2024	2025
Total other income (Thousand baht)	117,000.00	107,000.00	121,000.00
Other income from operations (Thousand baht)	117,000.00	107,000.00	121,000.00
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

	2023	2024	2025
Share of profit (Thousand baht)	0.00	0.00	N/A

## 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)	2023	2024	2025
R&D expenses in the past 3 years	0.00	0.00	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)

<b>Strategic Risk</b>
<b>Risk Management Measures:</b> Yes
<b>Related Risk Topics</b>
Strategic Risk
<ul style="list-style-type: none"><li>• Policies or international agreements related to business operations</li><li>• Competition risk</li><li>• Other</li></ul>
<b>Operational Risk</b>
<b>Risk Management Measures:</b> Yes
<b>Related Risk Topics</b>
Strategic Risk
<ul style="list-style-type: none"><li>• Changes in technologies</li></ul>
Operational Risk
<ul style="list-style-type: none"><li>• Shortage or reliance on skilled workers</li><li>• Information security and cyber-attack</li></ul>
Compliance Risk
<ul style="list-style-type: none"><li>• Change in laws and regulations</li></ul>
<b>Financial and Economic Risk</b>
<b>Risk Management Measures:</b> Yes
<b>Related Risk Topics</b>



## Financial Risk

- Fluctuation in exchange rates, interest rates, or the inflation rate
- Income volatility

## Compliance Risk

**Risk Management Measures:** Yes

### Related Risk Topics

#### Compliance Risk

- Change in laws and regulations

## ESG Risk

**Risk Management Measures:** Yes

### Related Risk Topics

#### Operational Risk

- Safety, occupational health, and working environment
- Climate change and disasters
- Impact on human rights
- Corruption

#### Financial Risk

- Default on payment or exchange of goods

## Emerging Risk

**Risk Management Measures:** Yes

### Related Risk Topics

#### Strategic Risk

- Changes in technologies
- ESG risk

- Other

#### Operational Risk

- Impact on the environment

#### Compliance Risk

- Change in laws and regulations

#### Financial Risk

- Change in financial and investment policies of financial institutions that affect business operations

### **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>  
(if applicable)

## 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.subsriThai.co.th/csr.asp>  
(if applicable)

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

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

### Energy management

#### • Fuel consumption

	2023	2024	2025
Diesel (Litres)	66,769.74	110,887.16	122,793.50

#### • Electricity consumption

	2023	2024	2025
Total electricity consumption within the organization (Kilowatt-Hours)	755,821.00	726,252.00	569,893.00

### Water management

#### • Water consumption

	2023	2024	2025
Total water withdrawal (Cubic meters)	15,152.00	15,246.00	11,089.00

Waste management

• Waste from operations

	2023	2024	2025
Total waste generated (Kilograms)	0.00	0.00	N/A

Greenhouse gas management

• Greenhouse gas emissions

	2023	2024	2025
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	N/A

• 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

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

	2023	2024	2025
Number of male employees (Persons)	131	141	108
Number of female employees (Persons)	115	148	94
<b>Total number of employees (Persons)</b>	<b>246</b>	<b>289</b>	<b>202</b>

##### • Employee remuneration

	2023	2024	2025
Employee remuneration (baht)	89,648,635.00	87,642,472.57	64,063,377.95

##### • Employee development and training

	2023	2024	2025
Average employee training hours (Hours / Person / Year)	0.20	7.65	N/A
Employee development and training expenses (baht)	550,390.00	280,230.55	N/A

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

	2023	2024	2025
Total number of lost time injury incidents by employees (Cases)	4	6	6

• **Employee retention**

	2023	2024	2025
Percentage of employees who voluntarily resigned (%)	N/A	15.22	12.38

• **Significant labor dispute**

	2023	2024	2025
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://subsriithai.co.th/th/sustainability/corporate-governance>

#### 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, 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	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. General TARNCHAIYAN SRISUWAN Gender: Male Age: 67 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: 85 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: 50 years old			
	Highest level of education:	Director type: Original		
	Master's degree	director		
	Major: Finance			
	Thai nationality: Yes			
	Residing in Thailand: Yes			
4.	Ms. DUANGDAO CHINTHAMMIT	Director (Non-executive)	17 Nov 2005	Economics
	Gender: Female			
	Age: 67 years old			
	Highest level of education:	Director type: Original		
	Master's degree	director		
	Major: Economics			
	Thai nationality: Yes			
	Residing in Thailand: Yes			
5.	Mrs. INTIRA SUKHANINDR	Director (Non-executive)	17 Nov 2005	Marketing
	Gender: Female			
	Age: 78 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: 70 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: 74 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	28 Apr 2014	Law, Economics, Engineering
8.	Mr. SOMYOD SUTEERAPORNCHAI Gender: Male Age: 59 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: 69 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: 51 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	Accounting, Finance, Budgeting
	Gender: Male			
	Age: 54 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	: 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.	<p>Mr. SURAPONG PAISITPATNAPONG [1]</p> <p>Gender: Male</p> <p>Age: 85 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Political Science</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>	10 Mar 2016	Law, Transportation & Logistics, Accounting
2.	<p>Mr. TOSPORN SIMTRAKAN [1]</p> <p>Gender: Male</p> <p>Age: 74 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Engineering</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>	28 Apr 2014	Law, Economics, Engineering
3.	<p>Mr. WISUTHI KANOKSICHARIN</p> <p>Gender: Male</p> <p>Age: 69 years old</p> <p>Highest level of education: Bachelor's degree</p> <p>Major: Law</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>	28 Dec 2020	Law

4.	Mr. UDOM TANGMANASKUL [1] Gender: Male Age: 54 years old Highest level of education: Bachelor's degree Major: Accounting Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director)  Director type: Original director	26 Apr 2023	Accounting, Finance, Budgeting
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[1] A director with the accounting expertise needed to review financial statements

## 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
	Mr. UDOM TANGMANASKUL	Member

### Roles of Sub-committees

Sub-committees responsible for risk management : None

Sub-committees responsible for nomination : Nomination and Remuneration Committee

Sub-committees responsible for remuneration : Nomination and Remuneration Committee

Sub-committees responsible for corporate governance : None

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: 50 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)

#### 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) : 108

Number of female employees (persons) : 94

**Total number of employees (persons) : 202**

## Employee Remuneration

Total employee remuneration : 64,063,377.95

## Provident fund

Total number of employees (persons) : 202

Number of employees contributing to the PVD (persons) : 179

Percentage of employees who are members (%) : 88.61

## Other Significant Information (7.6)

### Other significant information

#### Assigned persons

##### • Person assigned to take direct responsibility for accounting oversight

General information	Email	Telephone
1. Ms. Natchaya Phochaisaen	natchaya@subsriThai.co.th	02-3185514-5

##### • Company secretary

General information	Email	Telephone
1. Mrs. Oranood Kongkun	oinnagit@subsriThai.co.th	02-3185514-5

##### • Head of internal audit

General information	Email	Telephone
1. Mr. Poomsak Sinjaroonsak	pattarakiat88@gmail.com	

##### • Head of investor relations

General information	Email	Telephone

1.	Mr. somsak tangprakob	somsak@subsritai.co.th
2.	Mrs. Oranood Konggun	oinnajit@subsritai.co.th

#### Company's auditor

Company	Names and general information of auditors	Audit fee (baht)	Other non-audit fees (baht)
1. EY OFFICE LIMITED	1. Mrs. SATIDA RATANANURAK Email: Satida.Ratananurak@th.ey.com Telephone: -	1,650.00	-

# 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
General 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

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

##### Meeting attendance of the board of directors

Number of board meetings (times) : 8

Date of AGM meeting : 23 Apr 2025

EGM meeting : No

List of directors	Termination date	Number of Board Meeting	AGM meetings	EGM meetings
1. General TARNCHAIYAN SRISUWAN (Chairman of the board)	-	8/8	Participating	Did not hold the meeting
2. Mr. SURAPONG PAISITPATNAPONG (Vice Chairman)	-	8/8	Participating	Did not hold the meeting
3. Mr. SUPASITH SUKHANINDR (Vice Chairman)	-	8/8	Participating	Did not hold the meeting
4. Ms. DUANGDAO CHINTHAMMIT (Director)	-	7/8	Participating	Did not hold the meeting
5. Mrs. INTIRA SUKHANINDR (Director)	-	8/8	Participating	Did not hold the meeting
6. Ms. DUANGKAE CHINTHAMMIT (Director)	-	8/8	Participating	Did not hold the meeting
7. Mr. TOSPORN SIMTRAKAN (Director)	-	8/8	Participating	Did not hold the meeting
8. Mr. SOMYOD SUTEERAPORNCHAI (Director)	-	7/8	Participating	Did not hold the meeting
9. Mr. WISUTHI KANOKSICHARIN (Director)	-	8/8	Participating	Did not hold the meeting
10. Mr. KRITINART ISARANGKURA (Director)	-	8/8	Participating	Did not hold the meeting
11. Mr. UDOM TANGMANASKUL (Director)	-	7/8	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. General TARNCHAIYAN SRISUWAN (Chairman of the board)	-	N/A	1,200,000.00	N/A
2. Mr. SURAPONG PAISITPATNAPONG (Vice Chairman)	-	N/A	480,000.00	N/A

3.	Mr. SUPASITH SUKHANINDR (Vice Chairman)	-	N/A	N/A	N/A
4.	Ms. DUANGDAO CHINTHAMMIT (Director)	-	N/A	N/A	N/A
5.	Mrs. INTIRA SUKHANINDR (Director)	-	N/A	N/A	N/A
6.	Ms. DUANGKAE CHINTHAMMIT (Director)	-	N/A	N/A	N/A
7.	Mr. TOSPORN SIMTRAKAN (Director)	-	N/A	N/A	N/A
8.	Mr. SOMYOD SUTEERAPORNCHAI (Director)	-	N/A	N/A	N/A
9.	Mr. WISUTHI KANOKSICHARIN (Director)	-	N/A	N/A	N/A
10.	Mr. KRITINART ISARANGKURA (Director)	-	N/A	N/A	N/A
11.	Mr. UDOM TANGMANASKUL (Director)	-	N/A	N/A	N/A

## 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) : 6

	List of directors	Termination date	Number of the audit committee meeting
1.	Mr. SURAPONG PAISITPATNAPONG (Chairman of the audit committee)	-	6/6
2.	Mr. TOSPORN SIMTRAKAN (Audit committee)	-	6/6
3.	Mr. WISUTHI KANOKSICHARIN (Audit committee)	-	6/6
4.	Mr. UDOM TANGMANASKUL (Audit committee)	-	6/6