



# **Annual Registration Statement / Annual Report**

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

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

**Land and Houses Public Company Limited**

**Fiscal Year End 31 December 2023**



## Table of Contents

	Page
<b>Business Operations and Performance</b>	
Group Structure and Operations	1
Risk Management	5
Sustainable Development	7
<b>Corporate Governance</b>	
Corporate Governance Policy	11
Corporate Governance Structure and Significant Information Regarding the Board of Directors, Subcommittees, Management, Employee and Other Information	12
Performance Report on Corporate Governance	23

# Group Structure and Operations

## Group Structure and Operations

### Business Overview and Policies (1.1)

#### Company Information (1.1.5)

Company Name : Land and Houses Public Company Limited

Symbol : LH

Address : 1 Q. House Lumpini Building 37-38th Fl., South Sathon Road,  
Thung Mahamek,  
Sathon Bangkok 10120

Province : Bangkok

Postcode : 10120

Business : The Company focuses on the development of quality residential projects in the category of detached houses, townhouses and residential condominiums for sale to target customers according to the needs of customers at different price levels by focusing on project development in Bangkok and boundaries and projects in the large provinces such as Chiang Mai, Chiang Rai, Nakorn Ratchasima, Khon Kaen, Maha Sarakham, Udon Thani, Prachuap Khiri Khan, Ayutthaya, and Phuket.

Registration Number : 0107535000249

Telephone : 662 343 8900

Fax (if applicable) : 662 230 8133

Website : [www.lh.co.th](http://www.lh.co.th)

Email : [investor@lh.co.th](mailto:investor@lh.co.th)

#### Total Shares Sold (shares)

Common Stock : 11,949,713,176

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)	33,510.00	36,732.00	30,170.00
Real Estate Development (Thousand baht)	30,461.00	30,752.00	18,966.00
Revenue from Rental and Services (Thousand baht)	1,809.00	4,845.00	7,779.00
Profit from Sale of Real Estate for Rent (Thousand baht)	0.00	0.00	2,501.00
Other (Thousand baht)	1,240.00	1,135.00	924.00

	2021	2022	2023
Total revenue from operations (%)	100.00	100.00	100.00
Real Estate Development (%)	90.90	83.72	62.86
Revenue from Rental and Services (%)	5.40	13.19	25.78
Profit from Sale of Real Estate for Rent (%)	0.00	0.00	8.30
Other (%)	3.70	3.09	3.06

#### By Geographical Area or Market

	2021	2022	2023
Total revenue from operations (Thousand baht)	33,510.00	36,732.00	30,170.00
Domestic (Thousand baht)	32,912.00	35,705.00	29,149.00
International (Thousand baht)	598.00	1,027.00	1,021.00
United States of America (Thousand baht)	598.00	1,027.00	1,021.00

	2021	2022	2023
Total revenue from operations (%)	100.00	100.00	100.00
Domestic (%)	98.22	97.20	96.62
International (%)	1.78	2.80	3.38
United States of America (%)	100.00	100.00	100.00

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

	2021	2022	2023
Total other income (Thousand baht)	1,240.00	1,135.00	924.00
Other income from operations (Thousand baht)	1,240.00	1,135.00	924.00
Interest Income (Thousand baht)	44.00	34.00	50.00
Dividend Income (Thousand baht)	82.00	129.00	239.00
Infrastructure Service Income (Thousand baht)	440.00	486.00	515.00
Gain on Exchange (Thousand baht)	478.00	158.00	0.00
Gain on Derivatives (Thousand baht)	0.00	92.00	0.00
Others (Thousand baht)	196.00	236.00	120.00
Other income not from operations (Thousand baht)	0.00	0.00	0.00

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

	2021	2022	2023
Share of profit (Thousand baht)	2,333.00	2,911.00	3,300.00

## 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 : Yes

(Unit : Thousand baht)	2021	2022	2023
R&D expenses in the past 3 years	4,200.00	4,300.00	4,433.00

# 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
- Economic risk

### Operational Risk

**Risk Management Measures:** Yes

#### Related Risk Topics

Operational Risk

- Shortage or reliance on skilled workers
- Shortage or fluctuation in pricing of raw materials or productive resources
- Delays in the development of future projects

### Financial Risk

**Risk Management Measures:** Yes

#### Related Risk Topics

Financial Risk

- Default on payment or exchange of goods
- Fluctuation in return on assets or investment

## **Compliance Risk**

**Risk Management Measures:** Yes

### **Related Risk Topics**

Compliance Risk

- Violations of laws and regulations
- Legal risk

## **ESG Risk**

**Risk Management Measures:** Yes

### **Related Risk Topics**

Strategic Risk

- Climate change and disasters

Operational Risk

- Impact on human rights

# 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://lh-th.listedcompany.com/misc/company-document/company-policy/20230524-lh-company-policy-05.pdf>

### 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://lh-th.listedcompany.com/misc/company-document/company-policy/20230524-lh-company-policy-06.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	53,108.00	65,750.00
Gasoline (Litres)	N/A	128,644.00	170,570.00

###### • Electricity consumption

	2021	2022	2023
Total electricity consumption within the organization (Kilowatt-Hours)	0.00	2,925,289.00	4,475,659.00

## Water management

### • Water consumption

	2021	2022	2023
Total water withdrawal (Cubic meters)	0.00	106,615.00	206,061.00

## Waste management

### • Waste from operations

	2021	2022	2023
Non-hazardous waste (Kilograms)	N/A	22,705.00	21,456.00
Hazardous waste (Kilograms)	N/A	N/A	62.00
<b>Total waste generated (Kilograms)</b>	<b>0.00</b>	<b>22,705.00</b>	<b>21,518.00</b>

## 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	474.00	538.00
Scope 2 (Tons of carbon dioxide equivalents)	N/A	1,463.00	2,238.00
Scope 3 (Tons of carbon dioxide equivalents)	N/A	1,144.00	1,796.00
<b>Total GHG emissions (Metric tonnes of carbon dioxide equivalent)</b>	<b>0.00</b>	<b>3,081.00</b>	<b>4,572.00</b>

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

Third-party verification : Yes

Name of verifying organization : BUREAU VERITAS CERTIFICATION (THAILAND) COMPANY LIMITED

## 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://lh-th.listedcompany.com/misc/company-document/company-policy/20230524-lh-company-policy-09.pdf>

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

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

#### Information about employees

##### • Total number of employees

	2021	2022	2023
Number of male employees (Persons)	411	411	403
Number of female employees (Persons)	374	377	369
<b>Total number of employees (Persons)</b>	<b>785</b>	<b>788</b>	<b>772</b>

##### • Employee remuneration

	2021	2022	2023
Employee remuneration (baht)	1,162,000,000.00	1,198,000,000.00	1,138,000,000.00

##### • Employee development and training

	2021	2022	2023
Average employee training hours (Hours / Person / Year)	14.00	16.00	15.00
Employee development and training expenses (baht)	6,000,000.00	6,000,000.00	6,000,000.00

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

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

	2021	2022	2023
Percentage of employees who voluntarily resigned (%)	7.39	10.79	9.07

• **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://lh-th.listedcompany.com/corporate\\_governance\\_policy.html](https://lh-th.listedcompany.com/corporate_governance_policy.html)

#### 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	9	100.00
Number of male directors	8	88.89
Number of female directors	1	11.11
Number of executive directors	6	66.67
Number of non-executive directors	3	33.33
Number of independent directors	3	33.33

#### 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. NAPORN SUNTHORNCHITCHAROEN Gender: Male Age: 65 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Chairman of the board (Executive)  Director type: Original director	28 Sep 1992	Property Development, Economics, Law, Accounting, Finance, Marketing, Human Resource Management, Sustainability, Information & Communication Technology, Risk Management, Governance/ Compliance, Business Administration, Engineering

2.	Mr. NANTAWAT PIPATWONGKASEM	Director (Executive)	28 Sep 1992	Law, Governance/ Compliance, Risk Management, Sustainability
	Gender: Male			
	Age: 64 years old			
	Highest level of education:	Director type: Original		
	Master's degree	director		
	Major: Business Administration			
	Thai nationality: Yes			
	Residing in Thailand: Yes			
3.	Mr. PIPHOB VERAPHONG	Director (Non-executive, Independent director)	23 Apr 2015	Law, Risk Management, Governance/ Compliance
	Gender: Male			
	Age: 61 years old			
	Highest level of education:	Director type: Re-elected		
	Master's degree	as director		
	Major: Law			
	Thai nationality: Yes			
	Residing in Thailand: Yes			
4.	Mr. BUNDIT PITAKSIT	Director (Non-executive, Independent director)	23 Apr 2015	Engineering, Risk Management, Governance/ Compliance, Sustainability, Marketing, Business Administration
	Gender: Male			
	Age: 58 years old			
	Highest level of education:	Director type: Re-elected		
	Bachelor's degree	as director		
	Major: Engineering			
	Thai nationality: Yes			
	Residing in Thailand: Yes			
5.	Mr. ACHAWIN ASAVABHOKIN	Director (Executive)	28 Feb 2018	Accounting, Finance, Marketing, Engineering, Governance/ Compliance, Risk Management, Economics, Business Administration, Property Development, Sustainability
	Gender: Male			
	Age: 48 years old			
	Highest level of education:	Director type: Original		
	Bachelor's degree	director		
	Major: Finance			
	Thai nationality: Yes			
	Residing in Thailand: Yes			

6.	Mr. WATCHARIN KASINRERK Gender: Male Age: 62 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Executive)  Director type: Original director	14 Feb 2019	Property Development, Marketing, Engineering, Risk Management, Sustainability, Human Resource Management, Governance/ Compliance, Business Administration
7.	Mr. WIT TANTIWORAWONG Gender: Male 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	24 Feb 2022	Property Development, Accounting, Finance, Economics, Human Resource Management, Sustainability, Risk Management, Governance/ Compliance, Information & Communication Technology, Business Administration
8.	Mr. CHOKCHAI WALITWARANGKOON Gender: Male Age: 61 years old Highest level of education: Bachelor's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Executive)  Director type: Original director	24 Feb 2022	Property Development, Marketing, Human Resource Management, IT Management, Governance/ Compliance, Business Administration
9.	Mrs. CHADANUCH MEEPIEN Gender: Female Age: 51 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director)  Director type: Newly appointed director to replace ex-director	6 Jul 2023	Business Administration, Accounting, Finance, Risk Management, Governance/ Compliance, Internal Control

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

General information	Position	Tenure	Replacement Director
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1.	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)	Date position was assumed: 22 Nov 1999 Date directorship ended: 30 Jun 2023	Mrs. CHADANUCH MEEPIEN Date position was assumed: 6 Jul 2023
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## Other Information pertaining to committees

The Chairman is an independent director : No

The Chairman and the manager are the same person : Yes

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. Mrs. CHADANUCH MEEPIEN [1] Gender: Female Age: 51 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Chairman of the audit committee (Non-executive, Independent director)  Director type: Newly appointed director to replace ex-director	6 Jul 2023	Business Administration, Accounting, Finance, Risk Management, Governance/ Compliance, Internal Control
2. Mr. PIPHOB VERAPHONG Gender: Male Age: 61 years old Highest level of education: Master's degree Major: Law Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director)  Director type: Re-elected as director	12 May 2015	Law, Risk Management, Governance/ Compliance
3. Mr. BUNDIT PITAKSIT Gender: Male Age: 58 years old Highest level of education: Bachelor's degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director)  Director type: Re-elected as director	1 Jun 2016	Engineering, Risk Management, Governance/ Compliance, Sustainability, Marketing, Business Administration

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

#### List of audit committee who resigned/vacated their position during the year

General information	Position	Tenure	Replacement Director
1. Mr. PAKHAWAT KOVITHVATHANAPHONG [1] Gender: Male Age: 74 years old Highest level of education: Master's degree Major: Finance Thai nationality: Yes Residing in Thailand: Yes	Chairman of the audit committee (Non-executive, Independent director)	Date position was assumed: 2 Dec 1999 Date directorship ended: 30 Jun 2023	Mrs. CHADANUCH MEEPIEN Date position was assumed: 6 Jul 2023

[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. NAPORN SUNTHORNCHITCHAROEN Gender: Male Age: 65 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Chairman of the executive committee	2 Dec 1999
2. Mr. WATCHARIN KASINRERK Gender: Male Age: 62 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	14 Feb 2019



3.	Mr. WIT TANTIWORAWONG Gender: Male Age: 65 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	2 Dec 1999
4.	Mr. CHOKCHAI WALITWARANGKOON Gender: Male Age: 61 years old Highest level of education: Bachelor's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	24 Feb 2022

## Other sub-committees

### Sub-committees information

Name of sub-committees	List of directors	Position
The Audit Committee	Mrs. CHADANUCH MEEPIEN	Chairman
	Mr. PIPHOB VERAPHONG	Member
	Mr. BUNDIT PITAKSIT	Member
Nomination and Compensation Committee	Mr. PIPHOB VERAPHONG	Chairman
	Mr. BUNDIT PITAKSIT	Member
	Mr. WIT TANTIWORAWONG	Member
Risk Management and Sustainable Development Committee	Mr. BUNDIT PITAKSIT	Chairman
	Mr. NANTAWAT PIPATWONGKASEM	Member
	Mr. WATCHARIN KASINRERK	Member
	Mr. WIT TANTIWORAWONG	Member
	Mr. ACHAWIN ASAVABHOKIN	Member

### Roles of Sub-committees

Sub-committees responsible for risk management	: Risk Management and Sustainable Development Committee
Sub-committees responsible for nomination	: Nomination and Compensation Committee

Sub-committees responsible for remuneration : Nomination and Compensation Committee

Sub-committees responsible for corporate governance : The Audit Committee

Sub-committees responsible for corporate sustainability development : Risk Management and Sustainable Development Committee

## Executives (7.4)

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

#### The four highest-ranking executives

General information	Position	Date position was assumed	Experience and expertise
1. Mr. NAPORN SUNTHORNCHITCHAROEN Gender: Male Age: 65 years old Highest level of education: Master's degree Major: Business Administration	CHAIRMAN OF THE EXECUTIVE COMMITTEE	11 Aug 2017	Property Development, Economics, Law, Accounting, Finance, Marketing, Human Resource Management, Sustainability, Information & Communication Technology, Risk Management, Governance/ Compliance, Business Administration, Engineering
2. Mr. WATCHARIN KASINRERK Gender: Male Age: 62 years old Highest level of education: Master's degree Major: Business Administration	MANAGING DIRECTOR	14 Feb 2019	Property Development, Marketing, Engineering, Risk Management, Sustainability, Human Resource Management, Governance/ Compliance, Business Administration
3. Mr. WIT TANTIWORAWONG Gender: Male Age: 65 years old Highest level of education: Master's degree Major: Business Administration	MANAGING DIRECTOR	24 Feb 2022	Property Development, Accounting, Finance, Economics, Human Resource Management, Sustainability, Risk Management, Governance/ Compliance, Information & Communication Technology, Business Administration

4.	Mr. CHOKCHAI WALITWARANGKOON Gender: Male Age: 61 years old Highest level of education: Bachelor's degree Major: Business Administration	MANAGING DIRECTOR	24 Feb 2022	Property Development, Marketing, Human Resource Management, IT Management, Governance/ Compliance, Business Administration
5.	Mr. NANTAWAT PIPATWONGKASEM Gender: Male Age: 64 years old Highest level of education: Master's degree Major: Business Administration	Senior Executive Vice President	1 Feb 2021	Law, Governance/ Compliance, Risk Management, Sustainability
6.	Mr. ACHAWIN ASAVABHOKIN [1] Gender: Male Age: 48 years old Highest level of education: Bachelor's degree Major: Finance	Senior Executive Vice President	1 Sep 2023	Accounting, Finance, Marketing, Engineering, Governance/ Compliance, Risk Management, Economics, Business Administration, Property Development, Sustainability

[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)	140,080,000.00	106,050,000.00	96,760,000.00

### 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)	: 403
Number of female employees (persons)	: 369
<b>Total number of employees (persons)</b>	<b>: 772</b>

#### Employee Remuneration

Total employee remuneration	: 1,138,000,000.00
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#### Provident fund

Total number of employees (persons)	: 772
Number of employees contributing to the PVD (persons)	: 727
Percentage of employees who are members (%)	: 94.17

## Other Significant Information (7.6)

### Other significant information

#### Assigned persons

- Person assigned to take direct responsibility for accounting oversight

General information	Email	Telephone
1. Mr. TEERA BENJASILARAK	teera@lh.co.th	022308314

- Company secretary

General information	Email	Telephone
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1.	Mr. NANTAWAT PIPATWONGKASEM	nantawat@lh.co.th	022308560
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• Head of internal audit

General information	Email	Telephone
1. Mr. PORNCCHAI KIATKAJORNVIRAT	pornchai@lh.co.th	022308302

• Head of compliance unit

General information	Email	Telephone
1. Mr. NANTAWAT PIPATWONGKASEM	nantawat@lh.co.th	022308560

• Head of investor relations

General information	Email	Telephone
1. Ms. SIRIBHORN LAOPHAETKIT	siribhorn@lh.co.th	022308306

Company's auditor

Company	Names and general information of auditors	Audit fee (baht)	Other non-audit fees (baht)
1. EY OFFICE LIMITED	1. Ms. ROSAPORN DECHARKOM Email: rosaporn.decharkom@th.ey.com Telephone: 022640777	5,460,000.00	-

# 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)

#### 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. PIPHOB VERAPHONG Gender: Male Age: 61 years old Highest level of education: Master's 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: 23 Apr 2015	Law, Risk Management, Governance/ Compliance
2. Mr. BUNDIT PITAKSIT Gender: Male Age: 58 years old Highest level of education: Bachelor'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: 23 Apr 2015	Engineering, Risk Management, Governance/ Compliance, Sustainability, Marketing, Business Administration
3. Mr. WIT TANTIWORAWONG Gender: Male 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: 24 Feb 2022	Property Development, Accounting, Finance, Economics, Human Resource Management, Sustainability, Risk Management, Governance/ Compliance, Information & Communication Technology, Business Administration

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

General information	Position	Date position was assumed	Experience and expertise
1. Mrs. CHADANUCH MEEPIEN Gender: Female Age: 51 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director)  Director type: Newly appointed director to replace ex-director	Date position was assumed: 6 Jul 2023	Business Administration, Accounting, Finance, Risk Management, Governance/ Compliance, Internal Control

Development of directors over the past year

List of directors	Position	Participated in director development program
Mr. NAPORN SUNTHORNCHITCHAROEN	Chairman of the board	Participating
Mr. NANTAWAT PIPATWONGKASEM	Director	Participating
Mr. PIPHOB VERAPHONG	Director	Participating
Mr. BUNDIT PITAKSIT	Director	Participating
Mr. ACHAWIN ASAVABHOKIN	Director	Participating
Mr. WATCHARIN KASINRERK	Director	Participating
Mr. WIT TANTIWORAWONG	Director	Participating
Mr. CHOKCHAI WALITWARANGKON	Director	Participating
Mrs. CHADANUCH MEEPIEN	Director	Participating
Mr. PAKHAWAT KOVITHVATHANAPHONG	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) : 7

Date of AGM meeting : 27 Apr 2023

EGM meeting : No

	List of directors	Termination date	Number of Board Meeting	AGM meetings	EGM meetings
1.	Mr. NAPORN SUNTHORNCHITCHAROEN (Chairman of the board)	-	7/7	Participating	Did not hold the meeting
2.	Mr. NANTAWAT PIPATWONGKASEM (Director)	-	7/7	Participating	Did not hold the meeting
3.	Mr. PIPHOB VERAPHONG (Director)	-	7/7	Participating	Did not hold the meeting
4.	Mr. BUNDIT PITAKSIT (Director)	-	7/7	Participating	Did not hold the meeting
5.	Mr. ACHAWIN ASAVABHOKIN (Director)	-	7/7	Participating	Did not hold the meeting
6.	Mr. WATCHARIN KASINRERK (Director)	-	7/7	Participating	Did not hold the meeting
7.	Mr. WIT TANTIWORAWONG (Director)	-	7/7	Participating	Did not hold the meeting
8.	Mr. CHOKCHAI WALITWARANGKOON (Director)	-	7/7	Participating	Did not hold the meeting
9.	Mrs. CHADANUCH MEEPIEN (Director)	-	4/4	Non-participating	Did not hold the meeting
10.	Mr. PAKHAWAT KOVITHVATHANAPHONG (Director)	30 Jun 2023	2/2	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. NAPORN SUNTHORNCHITCHAROEN (Chairman of the board)	-	0.00	3,120,000.00	Yes
2.	Mr. NANTAWAT PIPATWONGKASEM (Director)	-	0.00	1,820,000.00	Yes
3.	Mr. PIPHOB VERAPHONG (Director)	-	480,000.00	1,820,000.00	Yes
4.	Mr. BUNDIT PITAKSIT (Director)	-	530,000.00	1,820,000.00	Yes
5.	Mr. ACHAWIN ASAVABHOKIN (Director)	-	120,000.00	1,820,000.00	Yes
6.	Mr. WATCHARIN KASINRERK (Director)	-	0.00	1,820,000.00	Yes
7.	Mr. WIT TANTIWORAWONG (Director)	-	0.00	1,656,667.00	Yes
8.	Mr. CHOKCHAI WALITWARANGKOON (Director)	-	0.00	1,656,667.00	Yes
9.	Mrs. CHADANUCH MEEPIEN (Director)	-	240,000.00	408,333.00	Yes
10.	Mr. PAKHAWAT KOVITHVATHANAPHONG (Director)	30 Jun 2023	140,000.00	1,400,000.00	Yes

## 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.	Mrs. CHADANUCH MEEPIEN (Chairman of the audit committee)	-	4/4
2.	Mr. PIPHOB VERAPHONG (Audit committee)	-	6/6
3.	Mr. BUNDIT PITAKSIT (Audit committee)	-	6/6
4.	Mr. PAKHAWAT KOVITHVATHANAPHONG (Chairman of the audit committee)	30 Jun 2023	2/2