



# **Annual Registration Statement / Annual Report**

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

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

**TPI POLENE 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 : TPI POLENE PUBLIC COMPANY LIMITED

Symbol : TPIPL

Address : 26/56 Chan Tat Mai Road, Thungmahamek, Sathorn, Bangkok

Province : Bangkok

Postcode : 10120

Business : The Company and its subsidiary are principally engaged in the manufacture and supply of cement and LDPE/EVA plastic resin. The Company also has investmnet in a joint venture in the ammonium nitrate and in related to the steel business of life insurance and etc.

Registration Number : 0107537000564

Telephone : 0-2213-1039-49, 0-2285-5090-9

Fax (if applicable) : 0-2213-1035, 0-2213-1038

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

Email : [nitisit@tpipolene.co.th](mailto:nitisit@tpipolene.co.th)

#### Total Shares Sold (shares)

Common Stock : 18,935,235,000

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)	38,919,785.00	48,132,999.00	42,807,456.00
Construction Materials (Thousand baht)	16,968,829.00	22,999,991.00	24,092,370.00
Petrochemical & Chemicals (Thousand baht)	12,550,440.00	16,766,659.00	10,542,023.00
Energy & Utilities (Thousand baht)	9,266,087.00	8,234,425.00	8,055,942.00
Agriculture (Thousand baht)	134,429.00	131,924.00	117,121.00

	2021	2022	2023
Total revenue from operations (%)	100.00	100.00	100.00
Construction Materials (%)	43.60	47.78	56.28
Petrochemical & Chemicals (%)	32.25	34.83	24.63
Energy & Utilities (%)	23.81	17.11	18.82
Agriculture (%)	0.35	0.27	0.27

#### By Geographical Area or Market

	2021	2022	2023
Total revenue from operations (Thousand baht)	38,919,785.00	48,132,999.00	42,807,456.00
Domestic (Thousand baht)	26,427,221.00	29,301,215.00	31,148,604.00
International (Thousand baht)	12,492,564.00	18,831,784.00	11,658,852.00
China (Thousand baht)	8,349,487.00	9,348,358.00	6,167,132.00
Bangladesh (Thousand baht)	399,104.00	548,642.00	1,976,315.00

India (Thousand baht)	0.00	1,579,077.00	390,726.00
Other countries (Thousand baht)	3,743,973.00	7,355,707.00	3,124,679.00

	2021	2022	2023
Total revenue from operations (%)	100.00	100.00	100.00
Domestic (%)	67.90	60.88	72.76
International (%)	32.10	39.12	27.24
China (%)	66.84	49.64	52.90
Bangladesh (%)	3.19	2.91	16.95
India (%)	0.00	8.39	3.35
Other countries (%)	29.97	39.06	26.80

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

	2021	2022	2023
Total other income (Thousand baht)	559,515.00	868,466.00	506,081.00
Other income from operations (Thousand baht)	0.00	0.00	0.00
Other income not from operations (Thousand baht)	559,515.00	868,466.00	506,081.00

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

	2021	2022	2023
Share of profit (Thousand baht)	24,703.00	21,280.00	26,975.00

## 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	N/A	N/A	N/A

# Risk Management

# Risk Management

## Risk Factors (2.2)

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

### Strategic risks associated with business operations

**Risk Management Measures:** Yes

#### Related Risk Topics

##### Strategic Risk

- Volatility in the industry in which the company operates
- Changes in technologies

##### Operational Risk

- Information security and cyber-attack
- Safety, occupational health, and working environment
- Impact on the environment

##### Compliance Risk

- Change in laws and regulations

##### Financial Risk

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

## Risk to Securities Holder (2.2.2)

### Credit Risk

**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://tpipolene.co.th/th/investment/sustainability>

### 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://tpipolene.co.th/th/investment/sustainability>

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)	15,502,492.86	14,500,585.12	12,739,266.89
Fuel oil (Litres)	4,094,606.49	3,183,524.52	3,359,414.89
Natural gas (Standard cubic feet)	14,133,387.07	14,973,932.25	0.00
Steam (Metric tonnes)	131,678.82	160,847.75	N/A
Coal (Metric tonnes)	1,236,314.20	1,211,770.77	1,088,926.07

###### • Electricity consumption

	2021	2022	2023
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Total electricity consumption within the organization (Kilowatt-Hours)	1,414,903,581.36	1,413,853,695.01	1,371,493,430.34
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## Water management

### • Water consumption

	2021	2022	2023
Total water withdrawal (Cubic meters)	594,181.00	568,408.00	451,505.00

## Waste management

### • Waste from operations

	2021	2022	2023
Non-hazardous waste (Kilograms)	9,536,910.00	6,136,510.00	3,003,170.00
Hazardous waste (Kilograms)	3,207,800.00	3,906,770.00	3,083,970.00
<b>Total waste generated (Kilograms)</b>	<b>12,744,710.00</b>	<b>10,043,280.00</b>	<b>6,087,140.00</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)	7,561,509.47	8,092,914.00	7,280,461.01
Scope 2 (Tons of carbon dioxide equivalents)	1,193,594.53	1,206,472.00	1,153,818.52
Scope 3 (Tons of carbon dioxide equivalents)	220,068.07	223,463.15	204,125.76
<b>Total GHG emissions (Metric tonnes of carbon dioxide equivalent)</b>	<b>8,975,172.07</b>	<b>9,522,849.15</b>	<b>8,638,405.29</b>

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

Third-party verification : Yes

Name of verifying organization : BSI Group (Thailand) Co.,Ltd

## 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://tpipolene.co.th/th/investment/sustainability>

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)	8,566	8,688	8,609
Number of female employees (Persons)	1,385	1,431	1,428
<b>Total number of employees (Persons)</b>	<b>9,951</b>	<b>10,119</b>	<b>10,037</b>

##### • Employee remuneration

	2021	2022	2023
Employee remuneration (baht)	0.00	0.00	0.00

##### • Employee development and training

	2021	2022	2023
Average employee training hours (Hours / Person / Year)	25.46	24.47	22.49
Employee development and training expenses (baht)	3,570,689.34	2,739,308.95	4,157,011.13

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

	2021	2022	2023
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Total number of lost time injury incidents by employees (Cases)	10	7	9
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• **Employee retention**

	2021	2022	2023
Percentage of employees who voluntarily resigned (%)	4.63	5.52	6.51

• **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.tpipolene.co.th/th/aboutus/corporate-governance-th>

#### 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	15	100.00
Number of male directors	12	80.00
Number of female directors	3	20.00
Number of executive directors	4	26.67
Number of non-executive directors	11	73.33
Number of independent directors	6	40.00

#### 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. KHANTACHAI VICHAKKHANA Gender: Male Age: 75 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	30 Oct 2009	Law, Property Development

2.	Mr. PRACHAI LEOPHAIRATANA Gender: Male Age: 79 years old Highest level of education: Honorary degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Director (Executive)  Director type: Re-elected as director	22 Dec 1993	Petrochemicals & Chemicals, Leadership, Energy & Utilities, Construction Materials, Industrial Materials & Machinery, Engineering, Mining, Steel
3.	Mr. PRATEEP LEOPAIRUT Gender: Male Age: 77 years old Highest level of education: Master's degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Director (Executive)  Director type: Original director	20 Apr 2022	Construction Materials, Engineering, Risk Management, Agribusiness, Mining, Property Development, Human Resource Management
4.	Mr. PRAMUAN LEOPHAIRATANA Gender: Male Age: 74 years old Highest level of education: Doctoral degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Director (Executive)  Director type: Original director	3 Jan 1995	Petrochemicals & Chemicals, Engineering, Packaging, Industrial Materials & Machinery
5.	Mr. PRAYAD LIEWPHAIRATANA 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)  Director type: Original director	3 Jan 1995	Packaging, Industrial Materials & Machinery, Engineering, Mining

6.	<p>Mrs. ORAPIN LEOPHAIRATANA</p> <p>Gender: Female</p> <p>Age: 76 years old</p> <p>Highest level of education: Bachelor's degree</p> <p>Major: Political Science</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director (Executive)</p> <p>Director type: Original director</p>	25 Feb 2005	<p>Fund Management, Audit, Finance, Corporate Social Responsibility, Accounting, Construction Materials, Finance &amp; Securities</p>
7.	<p>Mr. TAYUTH SRIYUKSIRI</p> <p>Gender: Male</p> <p>Age: 69 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 (Non-executive, Independent director)</p> <p>Director type: Original director</p>	27 Jun 2008	<p>Industrial Materials &amp; Machinery, Construction Materials, Economics, Engineering, Finance</p>
8.	<p>Mr. THAVICH TAYCHANAVALAKUL</p> <p>Gender: Male</p> <p>Age: 74 years old</p> <p>Highest level of education: Bachelor's degree</p> <p>Major: Business Administration</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director (Non-executive, Independent director)</p> <p>Director type: Re-elected as director</p>	14 Jul 2008	<p>Transportation &amp; Logistics, Corporate Management, Project Management</p>
9.	<p>Ms. MALINEE LEOPAIRAT</p> <p>Gender: Female</p> <p>Age: 81 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Acturial Science</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director (Non-executive)</p> <p>Director type: Original director</p>	29 Apr 2016	<p>Statistics, Insurance, Data Analysis</p>

10.	Mr. PISES IAMSAKULRAT Gender: Male Age: 59 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: Re-elected as director	1 Mar 2018	Corporate Management, Data Management
11.	Mr. SUPOT SINGHASANEH Gender: Male Age: 74 years old Highest level of education: Master's degree Major: Finance Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director)  Director type: Original director	25 Apr 2018	Audit, Finance, Accounting
12.	Mr. PAKORN LEOPAIRUT Gender: Male Age: 43 years old Highest level of education: Master's degree Major: Political Science Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive)  Director type: Re-elected as director	30 May 2019	Energy & Utilities, Fund Management, Petrochemicals & Chemicals, Construction Materials
13.	Ms. TANYARATT IAMSOPANA Gender: Female Age: 46 years old Highest level of education: Master's degree Major: Science Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive)  Director type: Original director	25 Jun 2020	Insurance, Engineering, Statistics

14.	Mr. PORNPOL SUWANAMAS Gender: Male Age: 44 years old Highest level of education: Master's degree Major: Technology and printing Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director)  Director type: Original director	27 May 2021	Paper & Printing Materials, IT Management, Media & Publishing
15.	Mr. VIRAT CHATDARONG Gender: Male Age: 45 years old Highest level of education: Doctoral degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive)  Director type: Original director	28 Oct 2021	Construction Materials, Engineering, Industrial Materials & Machinery, Petrochemicals & Chemicals

#### 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. Mr. SUPOT SINGHASANEH [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) Director type: Original director	25 Jun 2018	Audit, Finance, Accounting
2. Mr. THAVICH TAYCHANAVALAKUL Gender: Male Age: 74 years old Highest level of education: Bachelor's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director) Director type: Original director	1 Mar 2018	Transportation & Logistics, Corporate Management, Project Management
3. Mr. PISES IAMSAKULRAT Gender: Male Age: 59 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director) Director type: Original director	1 Mar 2018	Corporate Management, Data Management

4.	Mr. PORNPOL SUWANAMAS	Audit committee	27 May 2021	Paper & Printing Materials, IT
	Gender: Male	(Non-executive,		Management, Media &
	Age: 44 years old	Independent director)		Publishing
	Highest level of education:			
	Master's degree	Director type: Original		
	Major: Technology and printing	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. PRACHAI LEOPHAIRATANA Gender: Male Age: 79 years old Highest level of education: Honorary degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Chairman of the executive committee	1 Jan 2001
2. Mr. PRATEEP LEOPAIRUT Gender: Male Age: 77 years old Highest level of education: Master's degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	28 Apr 2022
3. Mr. PRAMUAN LEOPHAIRATANA Gender: Male Age: 74 years old Highest level of education: Doctoral degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	1 Jan 2001

4.	Mr. PRAYAD LIEWPHAIRATANA Gender: Male Age: 72 years old Highest level of education: Master's degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	1 Jan 1987
5.	Mrs. ORAPIN LEOPHAIRATANA Gender: Female Age: 76 years old Highest level of education: Bachelor's degree Major: Political Science Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	1 Jan 1998
6.	Mr. PAKORN LEOPAIRUT Gender: Male Age: 43 years old Highest level of education: Master's degree Major: Political Science Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	1 Jan 2008
7.	Ms. TANYARATT IAMSOPANA Gender: Female Age: 46 years old Highest level of education: Master's degree Major: Science Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	1 Jan 2021

## Other sub-committees

### Sub-committees information

Name of sub-committees	List of directors	Position
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Nomination Committee	Mr. KHANTACHAI VICHAKKHANA	Chairman
	Mr. PRACHAI LEOPHAIRATANA	Member
	Mr. PRATEEP LEOPAIRUT	Member
	Mr. PRAMUAN LEOPHAIRATANA	Member
	Mr. PRAYAD LIEWPHAIRATANA	Member
	Mrs. ORAPIN LEOPHAIRATANA	Member
	Mr. TAYUTH SRIYUKSIRI	Member
	Ms. MALINEE LEOPAIRAT	Member
	Mr. SUPOT SINGHASANEH	Member
	Mr. PISES IAMSAKULRAT	Member
	Mr. THAVICH TAYCHANAVAKUL	Member
	Mr. PAKORN LEOPAIRUT	Member
	Mr. PORNPOL SUWANAMAS	Member
	Ms. TANYARATT IAMSOPANA	Member
	Mr. VIRAT CHATDARONG	Member
Compensation committee	Mr. KHANTACHAI VICHAKKHANA	Chairman
	Mr. PRACHAI LEOPHAIRATANA	Member
	Mr. PRATEEP LEOPAIRUT	Member
	Mr. PRAMUAN LEOPHAIRATANA	Member
	Mr. PRAYAD LIEWPHAIRATANA	Member
	Mrs. ORAPIN LEOPHAIRATANA	Member
	Mr. TAYUTH SRIYUKSIRI	Member
	Ms. MALINEE LEOPAIRAT	Member
	Mr. SUPOT SINGHASANEH	Member
	Mr. PISES IAMSAKULRAT	Member
	Mr. THAVICH TAYCHANAVAKUL	Member
	Mr. PAKORN LEOPAIRUT	Member
	Mr. PORNPOL SUWANAMAS	Member
	Ms. TANYARATT IAMSOPANA	Member
	Mr. VIRAT CHATDARONG	Member
Corporate Governance Committee	Mr. KHANTACHAI VICHAKKHANA	Chairman
	Mr. PRACHAI LEOPHAIRATANA	Member
	Mr. PRATEEP LEOPAIRUT	Member
	Mr. PRAMUAN LEOPHAIRATANA	Member
	Mr. PRAYAD LIEWPHAIRATANA	Member
	Mrs. ORAPIN LEOPHAIRATANA	Member
	Mr. TAYUTH SRIYUKSIRI	Member
	Ms. MALINEE LEOPAIRAT	Member
	Mr. SUPOT SINGHASANEH	Member
	Mr. PISES IAMSAKULRAT	Member
	Mr. THAVICH TAYCHANAVAKUL	Member
	Mr. PAKORN LEOPAIRUT	Member
	Mr. PORNPOL SUWANAMAS	Member
	Ms. TANYARATT IAMSOPANA	Member
	Mr. VIRAT CHATDARONG	Member

Risk Management Committee	Mr. PRACHAI LEOPHAIRATANA	Chairman
	Mrs. ORAPIN LEOPHAIRATANA	Vice chairman
	Mr. Prasert Ittimakin	Member
	Ms. Chularat Danwattanachai	Member
	Mr. Karan Pipitsombat	Member
	Mr. Chettha Maneechai	Member
	Mr. Nithipong Vikittaset	Member
	Mr. Sanong Chiradarakul	Member
	Mr. VIRAT CHATDARONG	Member
	Mr. Kamjorn Pairojsak	Member
	Mr. Somchai Kritpipit	Member
	Ms. Kusuma Chantarothorn	Member
	Mrs. Somaphan Kaewsuan	Member
Sustainable Development Committee	Mr. PRACHAI LEOPHAIRATANA	Chairman
	Ms. Chularat Danwattanachai	Vice chairman
	Mr. Panya Tangsingtrong	Member
	Mr. PAKORN LEOPAIRUT	Member
	Mr. Pakorn Leopairut	Member
	Mr. Kanok Arunrassameesopha	Member
	Mr. VIRAT CHATDARONG	Member
	Mr. Porakrit Leophairatana	Member
	Ms. Thunthida Sriraksa	Member
	Mr. Malee Posaprichakul	Member
	Ms. Oratai Jiaranai	Member
	Mr. Nitisit Jongpitakrat	Member
	Mr. Nopporn Suwannapura	Member
	Mr. Hanchai Ekritvarodom	Member
	Ms. Juthamas Surojrat	Member
	Mr. Karan Pipitsombat	Vice chairman
	Mr. Nithipong Vikittaset	Vice chairman
	Mr. Sanong Chiradarakul	Vice chairman

## Roles of Sub-committees

Sub-committees responsible for risk management	: Risk Management Committee
Sub-committees responsible for nomination	: Nomination Committee
Sub-committees responsible for remuneration	: Compensation committee
Sub-committees responsible for corporate governance	: Corporate Governance Committee
Sub-committees responsible for corporate sustainability development	: 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. PRACHAI LEOPHAIRATANA Gender: Male Age: 79 years old Highest level of education: Honorary degree Major: Engineering	CHIEF EXECUTIVE OFFICER	24 Sep 1987	Petrochemicals & Chemicals, Leadership, Energy & Utilities, Construction Materials, Industrial Materials & Machinery, Engineering, Mining, Steel
2. Mr. PRAMUAN LEOPHAIRATANA Gender: Male Age: 74 years old Highest level of education: Doctoral degree Major: Engineering	PRESIDENT	3 Jan 1995	Petrochemicals & Chemicals, Engineering, Packaging, Industrial Materials & Machinery
3. Mr. PRATEEP LEOPAIRUT Gender: Male Age: 77 years old Highest level of education: Master's degree Major: Engineering	PRESIDENT	20 Apr 2022	Construction Materials, Engineering, Risk Management, Agribusiness, Mining, Property Development, Human Resource Management
4. Mrs. ORAPIN LEOPHAIRATANA [1] Gender: Female Age: 76 years old Highest level of education: Bachelor's degree Major: Political Science	Senior Executive Vice President	25 Feb 2005	Fund Management, Audit, Finance, Corporate Social Responsibility, Accounting, Construction Materials, Finance & Securities
5. Mr. Prasert Ittimakin Gender: Male Age: 64 years old Highest level of education: Master's degree Major: Finance	Senior Vice President	1 Jun 2001	Finance & Securities, Accounting, 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 : Yes

### Remuneration

	2021	2022	2023
Total executive remuneration (baht)	191,299,550.00	233,235,800.00	260,326,000.00

### 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) : 8,609

Number of female employees (persons) : 1,428

**Total number of employees (persons)** : 10,037

#### Employee Remuneration

Total employee remuneration : 0.00

#### Provident fund

Total number of employees (persons) : 10,037

Number of employees contributing to the PVD (persons) : 1,020

Percentage of employees who are members (%) : 0.00

# 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. PRACHAI LEOPHAIRATANA Gender: Male Age: 79 years old Highest level of education: Honorary degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Director (Executive)  Director type: Re-elected as director	Date position was assumed: 22 Dec 1993	Petrochemicals & Chemicals, Leadership, Energy & Utilities, Construction Materials, Industrial Materials & Machinery, Engineering, Mining, Steel
2. Mr. THAVICH TAYCHANAVALAKUL Gender: Male Age: 74 years old Highest level of education: Bachelor's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director)  Director type: Re-elected as director	Date position was assumed: 14 Jul 2008	Transportation & Logistics, Corporate Management, Project Management
3. Mr. PISES IAMSAKULRAT Gender: Male Age: 59 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: Re-elected as director	Date position was assumed: 1 Mar 2018	Corporate Management, Data Management

4.	Mr. PAKORN LEOPAIRUT	Director	Date position was	Energy & Utilities, Fund
	Gender: Male	(Non-executive)	assumed:	Management, Petrochemicals &
	Age: 43 years old		30 May 2019	Chemicals, Construction
	Highest level of education:	Director type: Re-elected		Materials
	Master's degree	as director		
	Major: Political Science			
	Thai nationality: Yes			
	Residing in Thailand: Yes			

#### Development of directors over the past year

List of directors	Position	Participated in director development program
Mr. KHANTACHAI VICHAKKHANA	Chairman of the board	Participating
Mr. PRACHAI LEOPHAIRATANA	Director	Participating
Mr. PRATEEP LEOPAIRUT	Director	Non-participating
Mr. PRAMUAN LEOPHAIRATANA	Director	Non-participating
Mr. PRAYAD LIEWPHAIRATANA	Director	Non-participating
Mrs. ORAPIN LEOPHAIRATANA	Director	Participating
Mr. TAYUTH SRIYUKSIRI	Director	Non-participating
Mr. THAVICH TAYCHANAVAKUL	Director	Non-participating
Ms. MALINEE LEOPAIRAT	Director	Non-participating
Mr. PISES IAMSAKULRAT	Director	Non-participating
Mr. SUPOT SINGHASANEH	Director	Non-participating
Mr. PAKORN LEOPAIRUT	Director	Participating
Ms. TANYARATT IAMSOPANA	Director	Participating
Mr. PORNPOL SUWANAMAS	Director	Participating
Mr. VIRAT CHATDARONG	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) : 12

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. KHANTACHAI VICHAKKHANA (Chairman of the board)	-	12/12	Participating	Did not hold the meeting
2.	Mr. PRACHAI LEOPHAIRATANA (Director)	-	12/12	Participating	Did not hold the meeting
3.	Mr. PRATEEP LEOPAIRUT (Director)	-	12/12	Participating	Did not hold the meeting
4.	Mr. PRAMUAN LEOPHAIRATANA (Director)	-	11/12	Participating	Did not hold the meeting
5.	Mr. PRAYAD LIEWPHAIRATANA (Director)	-	9/12	Non-participating	Did not hold the meeting
6.	Mrs. ORAPIN LEOPHAIRATANA (Director)	-	12/12	Participating	Did not hold the meeting
7.	Mr. TAYUTH SRIYUKSIRI (Director)	-	11/12	Participating	Did not hold the meeting
8.	Mr. THAVICH TAYCHANAVAKUL (Director)	-	11/12	Participating	Did not hold the meeting
9.	Ms. MALINEE LEOPAIRAT (Director)	-	10/12	Participating	Did not hold the meeting

10.	Mr. PISES IAMSAKULRAT (Director)	-	10/12	Participating	Did not hold the meeting
11.	Mr. SUPOT SINGHASANEH (Director)	-	12/12	Participating	Did not hold the meeting
12.	Mr. PAKORN LEOPAIRUT (Director)	-	12/12	Participating	Did not hold the meeting
13.	Ms. TANYARATT IAMSOPANA (Director)	-	12/12	Participating	Did not hold the meeting
14.	Mr. PORNPOL SUWANAMAS (Director)	-	12/12	Participating	Did not hold the meeting
15.	Mr. VIRAT CHATDARONG (Director)	-	12/12	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. KHANTACHAI VICHAKKHANA (Chairman of the board)	-	2,064,816.00	330,900.00	No
2.	Mr. PRACHAI LEOPHAIRATANA (Director)	-	2,064,816.00	330,900.00	No
3.	Mr. PRATEEP LEOPAIRUT (Director)	-	2,064,816.00	330,900.00	No
4.	Mr. PRAMUAN LEOPHAIRATANA (Director)	-	2,064,816.00	330,900.00	No
5.	Mr. PRAYAD LIEWPHAIRATANA (Director)	-	2,064,816.00	330,900.00	No
6.	Mrs. ORAPIN LEOPHAIRATANA (Director)	-	2,064,816.00	330,900.00	No
7.	Mr. TAYUTH SRIYUKSIRI (Director)	-	2,064,816.00	330,900.00	No
8.	Mr. THAVICH TAYCHANAVAKUL (Director)	-	2,064,816.00	330,900.00	No
9.	Ms. MALINEE LEOPAIRAT (Director)	-	2,064,816.00	330,900.00	No
10.	Mr. PISES IAMSAKULRAT (Director)	-	2,064,816.00	330,900.00	No
11.	Mr. SUPOT SINGHASANEH (Director)	-	2,064,816.00	330,900.00	No
12.	Mr. PAKORN LEOPAIRUT (Director)	-	2,064,816.00	330,900.00	No

13.	Ms. TANYARATT IAMSOPANA (Director)	-	2,064,816.00	330,900.00	No
14.	Mr. PORNPOL SUWANAMAS (Director)	-	2,064,816.00	330,900.00	No
15.	Mr. VIRAT CHATDARONG (Director)	-	2,064,816.00	330,900.00	No

## Report on the Audit Committee's Performance for the Past Year (8.2)

### Report on the audit committee's performance for the past year

#### Meeting attendance of audit committee

Number of Audit committee meetings (times) : 5

	List of directors	Termination date	Number of the audit committee meeting
1.	Mr. SUPOT SINGHASANEH (Chairman of the audit committee)	-	5/5
2.	Mr. THAVICH TAYCHANAVAKUL (Audit committee)	-	5/5
3.	Mr. PISES IAMSAKULRAT (Audit committee)	-	5/5
4.	Mr. PORNPOL SUWANAMAS (Audit committee)	-	3/5