

Annual Registration Statement / Annual Report

Form 56-1 One Report

(Structured Data Report)

SUPALAI PUBLIC COMPANY LIMITED

Fiscal Year End 31 December 2023

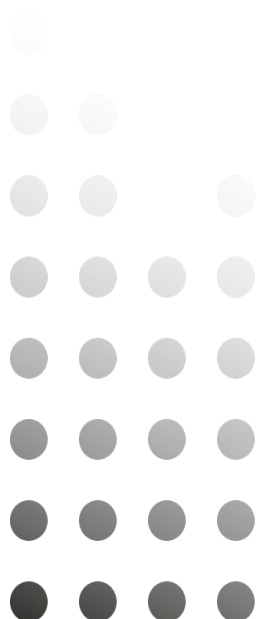


Table of Contents

	Page
Business Operations and Performance	
Group Structure and Operations	1
Risk Management	4
Sustainable Development	7
Corporate Governance	
Corporate Governance Policy	12
Corporate Governance Structure and Significant Information Regarding the Board of Directors, Subcommittees, Management, Employee and Other Information	13
Performance Report on Corporate Governance	25

Group Structure and Operations

Group Structure and Operations

Business Overview and Policies (1.1)

Company Information (1.1.5)

Company Name : SUPALAI PUBLIC COMPANY LIMITED

Symbol : SPALI

Address : SUPALAI GRAND TOWER, 1011 RAMA 3 ROAD, CHONGNONSEE, YAN NAWA

Province : Bangkok

Postcode : 10120

Business : The Company engages in the operation of real estate development projects include 1) detached houses, duplex houses, townhouses, and condominiums projects in a variety of areas throughout Bangkok and provincial 2) office buildings for rent in the commercial districts and 3) hotel business in the provincial

Registration Number : 0107535000303

Telephone : 0-2725-8888

Website : <http://www.supalai.com>

Email : ir_spali@supalai.com

Total Shares Sold (shares)

Common Stock : 1,953,054,030

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)	29,647,484.40	35,500,713.19	31,818,076.82
Revenue form sales of real estate (Thousand baht)	28,937,908.04	34,221,838.64	30,836,438.89
Other income (Thousand baht)	487,389.38	1,014,845.56	641,473.08
Revenue from rental and services (Thousand baht)	222,186.98	264,028.99	340,164.85

	2021	2022	2023
Total revenue from operations (%)	100.00	100.00	100.00
Revenue form sales of real estate (%)	97.61	96.40	96.91
Other income (%)	1.64	2.86	2.02
Revenue from rental and services (%)	0.75	0.74	1.07

By Geographical Area or Market

	2021	2022	2023
Total revenue from operations (Thousand baht)	29,647,484.40	35,500,713.19	31,818,076.82
Domestic (Thousand baht)	28,909,734.08	34,660,603.50	29,186,631.22
International (Thousand baht)	737,750.32	840,109.69	2,631,445.60
Australia (Thousand baht)	737,750.32	840,109.69	2,631,445.60

	2021	2022	2023
Total revenue from operations (%)	100.00	100.00	100.00
Domestic (%)	97.51	97.63	91.73

International (%)	2.49	2.37	8.27
Australia (%)	100.00	100.00	100.00

Other income as specified in the financial statements

	2021	2022	2023
Total other income (Thousand baht)	487,389.38	1,014,845.56	641,473.08
Other income from operations (Thousand baht)	487,389.38	1,014,845.56	641,473.08
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)	532,938.85	390,476.83	246,872.47

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	430.00	525.00	600.00

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)

2.2 Risk Factors to the Company's Business Operation

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Volatility in the industry in which the company operates
- Behavior or needs of customers / consumers
- Government policy
- Policies or international agreements related to business operations
- Changes in technologies
- Business operations of partners in the supply chain
- Reliance on large customers or few customers
- Reliance on large partners / distributors or few partners / distributors
- Damage to company image and reputation
- Economic risk
- Corporate ownership structure risk
- ESG risk
- Climate change and disasters

Operational Risk

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

- Shortage or fluctuation in pricing of raw materials or productive resources
- Systems or internal control system
- Human error in business operations
- Product obsolescence
- Information security and cyber-attack
- Loss or damage from non-compliance of partners or counterparties
- Delays in the development of future projects
- Business operations that have no commercial results
- Property lease agreement execution
- Safety, occupational health, and working environment
- Climate change and disasters
- Impact on the environment
- Impact from population structure
- Impact on human rights
- Corruption
- System disruption risk
- Inventory risk

Compliance Risk

- Change in laws and regulations
- Laws and regulations is not favorable for doing business
- Violations of laws and regulations
- Corporate Governance
- Legal risk

Financial Risk

- Insufficient sources of funding
- Change in financial and investment policies of financial institutions that affect business operations
- Default on payment or exchange of goods
- Fluctuation in exchange rates, interest rates, or the inflation rate
- Fluctuation in return on assets or investment
- Income volatility

Risk to Securities Holder (2.2.2)

Investment risks of securities holders

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.supalai.com/about/governance/sustainable-development>

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.supalai.com/about/governance/employee-environment>

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)	55,792.87	62,051.96	90,986.69
Gasoline (Litres)	40,286.24	173,022.37	20,242.51

• Electricity consumption

	2021	2022	2023
Total electricity consumption within the organization (Kilowatt-Hours)	15,947,537.93	16,165,476.89	18,503,543.29

Water management

• Water consumption

	2021	2022	2023
Total water withdrawal (Cubic meters)	114,438.00	124,477.00	1,023,042.00

Remark : In 2023, the scope of water use data collection will be expanded. at the Supalai Grand Tower building, including 188 low-rise projects and condominiums throughout the country, while in 2021-2022 it is data on the water consumption of the Supalai Grand Tower building only.

Waste management

• Waste from operations

	2021	2022	2023
Non-hazardous waste (Kilograms)	400.00	400.00	400.00
Total waste generated (Kilograms)	400.00	400.00	400.00

Greenhouse gas management

• Greenhouse gas emissions

	2021	2022	2023
Total GHG emissions target (Metric tonnes of carbon dioxide equivalent)	25.00	25.00	40.00
Remark :	reduce greenhouse gas emissions by 40% from BAU (Business As Usual) within 2030 in Scope 1 and Scope 2. Year 64-65, the target is 25%. In 2024, the target is increased to 40%.		
Scope 1 (Tons of carbon dioxide equivalents)	872.00	1,504.00	1,145.00
Scope 2 (Tons of carbon dioxide equivalents)	7,973.00	8,093.00	9,085.00
Scope 3 (Tons of carbon dioxide equivalents)	97,183.00	102,049.00	133,750.00
Total GHG emissions (Metric tonnes of carbon dioxide equivalent)	106,028.00	111,646.00	143,980.00

• Verification of greenhouse gas emissions over the past year

Third-party verification : Yes

Name of verifying organization : BUREAU VERITAS (THAILAND) LIMITED

Remark : Scope of verification, specific information of Supalai PCL. includes 1 head office building, 188 low-rise projects and condominiums throughout the country.

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.supalai.com/about/governance/employee-human>

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)	691	709	747
Number of female employees (Persons)	627	654	692
Total number of employees (Persons)	1,318	1,363	1,439

• Employee remuneration

	2021	2022	2023
Employee remuneration (baht)	1,034,170,000.00	1,113,980,000.00	1,091,720,000.00

• Employee development and training

	2021	2022	2023
Average employee training hours (Hours / Person / Year)	9.95	46.64	20.86
Employee development and training expenses (baht)	2,619,417.00	5,116,698.00	4,667,078.00

• Health, safety and work environment

	2021	2022	2023
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Total number of lost time injury incidents by employees (Cases)	2	3	2
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• **Employee retention**

	2021	2022	2023
Percentage of employees who voluntarily resigned (%)	11.38	13.43	10.98

• **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.supalai.com/about/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, 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	10	100.00
Number of male directors	9	90.00
Number of female directors	1	10.00
Number of executive directors	4	40.00
Number of non-executive directors	6	60.00
Number of independent directors	4	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. Dr. PRATEEP TANGMATITHAM Gender: Male Age: 74 years old Highest level of education: Honorary degree Major: Innovative Real Estate Development Thai nationality: Yes Residing in Thailand: Yes	Chairman of the board (Executive) Director type: Re-elected as director	26 Jun 1989	Property Development, Architecture, Design, Leadership, Risk Management, Strategic Management, Corporate Social Responsibility, Sustainability, Governance/ Compliance

2.	Mrs. AJCHARA TANGMATITHAM Gender: Female Age: 74 years old Highest level of education: Master's degree Major: Finance Thai nationality: Yes Residing in Thailand: Yes	Vice Chairman (Executive) Director type: Original director	26 Jun 1989	Finance, Accounting, Audit, Sustainability, Corporate Social Responsibility, Property Development, Law, Risk Management, Governance/ Compliance
3.	Mr. TRITECHA TANGMATITHAM Gender: Male Age: 44 years old Highest level of education: Master's degree Major: Marketing and Strategic Management Thai nationality: Yes Residing in Thailand: Yes	Director (Executive) Director type: Re-elected as director	21 Apr 2009	Marketing, Data Analysis, Property Development, Change Management, Sustainability, Governance/ Compliance, Risk Management, Strategic Management, Corporate Social Responsibility, Law, Leadership
4.	Assoc.Prof.Dr. VIRACH APHIMETEETAMRONG Gender: Male Age: 80 years old Highest level of education: Doctoral degree Major: Finance Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Original director	5 Oct 1992	Finance, Accounting, Audit, Property Development, Economics, Banking, Risk Management, Governance/ Compliance
5.	Mr. ANANT GATEPITHAYA Gender: Male Age: 71 years old Highest level of education: Master's degree Major: Management Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Original director	22 Jan 2001	Finance, Banking, Accounting, Corporate Management, Internal Control, Risk Management

6.	Assoc.Prof.Dr SOMJAI PHAGAPHASVIVAT Gender: Male Age: 76 years old Highest level of education: Doctoral degree Major: Doctorado de Estado, Facultad de Ciencia Politica, Universidad Complutense Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Original director	13 Oct 2015	Economics, Strategic Management, Change Management, Data Analysis, Governance/ Compliance, Sustainability, Risk Management
7.	Assist Prof. ASWIN BIJAYAYODHIN Gender: Male Age: 82 years old Highest level of education: Master's degree Major: Architecture Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Original director	10 May 2011	Design, Architecture, Law, Property Development, Data Analysis, Economics, Banking, Finance, Accounting, Corporate Social Responsibility, Governance/ Compliance, Risk Management, Change Management
8.	Mr. ATIP BIJANONDA Gender: Male Age: 64 years old Highest level of education: Doctoral degree Major: Management Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive) Director type: Original director	2 Mar 1992	Finance, Banking, Project Management, Property Development, Strategic Management, Risk Management, Governance/ Compliance
9.	Mr. PRASAS TANGMATITAM Gender: Male Age: 72 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	25 Apr 2001	Economics, Data Analysis, Property Development, Governance/ Compliance, Banking, Law, Marketing, Accounting, Finance, Corporate Social Responsibility, Sustainability, Corporate Management, Architecture, Design, Strategic Management, Risk Management

10.	Mr. KRID CHANCHAROENSUK	Director	22 Apr 2014	Law, Property Development
	Gender: Male	(Executive)		
	Age: 52 years old			
	Highest level of education:	Director type: Original		
	Bachelor's degree	director		
	Major: Law			
	Thai nationality: Yes			
	Residing in Thailand: Yes			

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 : Yes

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

Remark : Assoc.Prof.Dr.Virach Aphimeteetamong

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. ANANT GATEPITHAYA [1] Gender: Male Age: 71 years old Highest level of education: Master's degree Major: Management Thai nationality: Yes Residing in Thailand: Yes	Chairman of the audit committee (Non-executive, Independent director) Director type: Original director	22 Jan 2001	Finance, Banking, Accounting, Corporate Management, Internal Control, Risk Management
2. Assist Prof. ASWIN BIJAYAYODHIN Gender: Male Age: 82 years old Highest level of education: Master's degree Major: Architecture Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director) Director type: Original director	10 May 2011	Design, Architecture, Law, Property Development, Data Analysis, Economics, Banking, Finance, Accounting, Corporate Social Responsibility, Governance/ Compliance, Risk Management, Change Management
3. Assoc.Prof.Dr SOMJAI PHAGAPHASVIVAT Gender: Male Age: 76 years old Highest level of education: Doctoral degree Major: Doctorado de Estado, Facultad de Ciencia Política, Universidad Complutense Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director) Director type: Original director	10 May 2011	Economics, Strategic Management, Change Management, Data Analysis, Governance/ Compliance, Sustainability, Risk Management

[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. Dr. PRATEEP TANGMATITHAM Gender: Male Age: 74 years old Highest level of education: Honorary degree Major: Innovative Real Estate Development Thai nationality: Yes Residing in Thailand: Yes	Chairman of the executive committee	26 Jun 1989
2. Mrs. AJCHARA TANGMATITHAM Gender: Female Age: 74 years old Highest level of education: Master's degree Major: Finance Thai nationality: Yes Residing in Thailand: Yes	Vice-chairman of the executive committee	26 Jun 1989
3. Mr. TRITECHA TANGMATITHAM Gender: Male Age: 44 years old Highest level of education: Master's degree Major: Marketing and Strategic Management Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	21 Apr 2009

Other sub-committees

Sub-committees information

Name of sub-committees	List of directors	Position
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The Audit Committee	Mr. ANANT GATEPITHAYA	Chairman
	Assist Prof. ASWIN BIJAYAYODHIN	Member
	Assoc.Prof.Dr SOMJAI PHAGAPHASVIVAT	Member
The Nomination and Compensation Committee	Assoc.Prof.Dr. VIRACH	Chairman
	APHIMETEETAMRONG	Member
	Assoc.Prof.Dr SOMJAI PHAGAPHASVIVAT	Member
	Mrs. AJCHARA TANGMATITHAM	
The Corporate Governance and Sustainability Development Committee	Assoc.Prof.Dr SOMJAI PHAGAPHASVIVAT	Chairman
	Mr. ATIP BIJANONDA	Member
	Mr. PRASAS TANGMATITAM	Member
	Mr. TRITECHA TANGMATITHAM	Member
The Risk Management Committee	Mr. ATIP BIJANONDA	Chairman
	Mr. ANANT GATEPITHAYA	Member
	Mr. TRITECHA TANGMATITHAM	Member
	Mrs. Varunee Lapitananuvat	Member
	Mr. Kittipong Sirilaktrakun	Member
	Mr. Boonchai Chaiananbovorn	Member
	Ms. Tanwarat Punyaratana	Member
	Mrs. Siriporn Wangsapar	Member
	Mr. Rachai Piyavajanusorn	Member
	Mr. KRID CHANCHAROENSUK	Member
The Independent Directors Committee	Mr. Chaijak Watanyoo	Member
	Assoc.Prof.Dr. VIRACH	Chairman
	APHIMETEETAMRONG	Member
	Mr. ANANT GATEPITHAYA	Member
	Assist Prof. ASWIN BIJAYAYODHIN	Member
The Risk Management Sub-committee	Assoc.Prof.Dr SOMJAI PHAGAPHASVIVAT	
	Mr. TRITECHA TANGMATITHAM	Chairman
	Mrs. Varunee Lapitananuvat	Member
	Mr. Kittipong Sirilaktrakun	Member
	Mr. Boonchai Chaiananbovorn	Member
	Ms. Tanwarat Punyaratana	Member
	Mrs. Siriporn Wangsapar	Member
	Mr. Rachai Piyavajanusorn	Member
	Mr. KRID CHANCHAROENSUK	Member
	Mr. Chaijak Watanyoo	Member

The Management Committee	Dr. PRATEEP TANGMATITHAM	Chairman
	Mrs. AJCHARA TANGMATITHAM	Vice chairman
	Mr. TRITECHA TANGMATITHAM	Member
	Mrs. Varunee Lapitananuvat	Member
	Mr. Kittipong Sirilaktrakun	Member
	Mr. Boonchai Chaiananbovorn	Member
	Ms. Tanwarat Punyaratana	Member
	Mrs. Siriporn Wangsapar	Member
	Mr. Rachai Piyavajanusorn	Member
	Mr. KRID CHANCHAROENSUK	Member
	Mr. Chaijak Watanyoo	Member

Roles of Sub-committees

Sub-committees responsible for risk management	: The Risk Management Committee
Sub-committees responsible for nomination	: The Nomination and Compensation Committee
Sub-committees responsible for remuneration	: The Nomination and Compensation Committee
Sub-committees responsible for corporate governance	: The Corporate Governance and Sustainability Development Committee
Sub-committees responsible for corporate sustainability development	: The Corporate Governance and Sustainability 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. Dr. PRATEEP TANGMATITHAM Gender: Male Age: 74 years old Highest level of education: Honorary degree Major: Innovative Real Estate Development	Chief Executive Office	26 Jun 1989	Property Development, Architecture, Design, Leadership, Risk Management, Strategic Management, Corporate Social Responsibility, Sustainability, Governance/ Compliance
2. Mrs. AJCHARA TANGMATITHAM Gender: Female Age: 74 years old Highest level of education: Master's degree Major: Finance	Executive Vice President	26 Jun 1989	Finance, Accounting, Audit, Sustainability, Corporate Social Responsibility, Property Development, Law, Risk Management, Governance/ Compliance
3. Mr. TRITECHA TANGMATITHAM Gender: Male Age: 44 years old Highest level of education: Master's degree Major: Marketing and Strategic Management	MANAGING DIRECTOR	29 Feb 2016	Marketing, Data Analysis, Property Development, Change Management, Sustainability, Governance/ Compliance, Risk Management, Strategic Management, Corporate Social Responsibility, Law, Leadership
4. Mrs. Varunee Lapitananuvat Gender: Female Age: 60 years old Highest level of education: Master's degree Major: Finance	Deputy Managing Director and Company Secretary	29 Feb 2016	Banking, Property Development, Accounting, Finance, Human Resource Management, Procurement, Data Analysis, Risk Management, Audit, Budgeting, Governance/ Compliance

5.	Mr. Boonchai Chaiananbovorn Gender: Male Age: 59 years old Highest level of education: Master's degree Major: Business Administration	Deputy Managing Director	2 Mar 2021	Property Development, Project Management, Engineering, Risk Management, Strategic Management, Leadership
6.	Mr. Kittipong Sirilaktrakun Gender: Male Age: 56 years old Highest level of education: Master's degree Major: Engineering	Deputy Managing Director	11 Mar 2019	Construction Services, Property Development, Sustainability, Data Analysis, Project Management, Engineering, Leadership, Strategic Management, Risk Management, Budgeting
7.	Mrs. Siriporn Wangsapar [1] Gender: Female Age: 43 years old Highest level of education: Master's degree Major: Business Administration	Assistant Managing Director of Accounting and Finance	11 Mar 2019	Accounting, Finance, Risk Management, Budgeting

[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)	163,332,000.00	177,781,000.00	154,091,745.03

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)	: 747
Number of female employees (persons)	: 692
Total number of employees (persons)	: 1,439

Employee Remuneration

Total employee remuneration	: 1,091,720,000.00
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Provident fund

Total number of employees (persons)	: 1,439
Number of employees contributing to the PVD (persons)	: 1,272
Percentage of employees who are members (%)	: 88.39

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. Wannisa Pattharasintawee	wannisa.pat@supalai.com	0 2725 8888 ต่อ 82807

- Company secretary

General information	Email	Telephone
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1.	Mrs. Varunee Lapitananuvat	varunee.lap@supalai.com	0 2725 8888 ต่อ 82801
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• Head of internal audit

General information	Email	Telephone
1. Ms. Toopthong Hirunyanulak	toopthong.hir@supalai.com	0 2725 8888 ต่อ 81201

• Head of compliance unit

General information	Email	Telephone
1. Mr. Krid Chancharoensuk	krid.cha@supalai.com	0 2725 8888 ต่อ 82401
2. Ms. Toopthong Hirunyanulak	toopthong.hir@supalai.com	0 2725 8888 ต่อ 81201

• Head of investor relations

General information	Email	Telephone
1. Ms. Ravewan Wongsinsakul,	ir_spali@supalai.com	0 2725 8888 ต่อ 82204

Company's auditor

Company	Names and general information of auditors	Audit fee (baht)	Other non-audit fees (baht)
1. EY OFFICE LIMITED	1. Mr. Krongkaew Limkittikul Email: krongkaew.limkittikul@th.ey.com Telephone: 0 2264 9090	9,026,551.00	Details: tax advisory fees Total service fee (baht): 3,109,064.00

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. Dr. PRATEEP TANGMATITHAM Gender: Male Age: 74 years old Highest level of education: Honorary degree Major: Innovative Real Estate Development Thai nationality: Yes Residing in Thailand: Yes	Chairman of the board (Executive) Director type: Re-elected as director	Date position was assumed: 26 Jun 1989	Property Development, Architecture, Design, Leadership, Risk Management, Strategic Management, Corporate Social Responsibility, Sustainability, Governance/ Compliance
2. Mr. TRITECHA TANGMATITHAM Gender: Male Age: 44 years old Highest level of education: Master's degree Major: Marketing and Strategic Management Thai nationality: Yes Residing in Thailand: Yes	Director (Executive) Director type: Re-elected as director	Date position was assumed: 21 Apr 2009	Marketing, Data Analysis, Property Development, Change Management, Sustainability, Governance/ Compliance, Risk Management, Strategic Management, Corporate Social Responsibility, Law, Leadership
3. Mr. PRASAS TANGMATITAM Gender: Male Age: 72 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: 25 Apr 2001	Economics, Data Analysis, Property Development, Governance/ Compliance, Banking, Law, Marketing, Accounting, Finance, Corporate Social Responsibility, Sustainability, Corporate Management, Architecture, Design, Strategic Management, Risk Management

Development of directors over the past year

List of directors	Position	Participated in director development program
Dr. PRATEEP TANGMATITHAM	Chairman of the board	Non-participating
Mrs. AJCHARA TANGMATITHAM	Vice Chairman	Non-participating
Mr. TRITECHA TANGMATITHAM	Director	Non-participating
Assoc.Prof.Dr. VIRACH APHIMETEETAMRONG	Director	Participating
Mr. ANANT GATEPITHAYA	Director	Participating
Assoc.Prof.Dr SOMJAI PHAGAPHASVIVAT	Director	Non-participating
Assist Prof. ASWIN BIJAYAYODHIN	Director	Non-participating
Mr. ATIP BIJANONDA	Director	Participating
Mr. PRASAS TANGMATITAM	Director	Non-participating
Mr. KRID CHANCHAROENSUK	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) : 12

Date of AGM meeting : 24 Apr 2023

EGM meeting : No

	List of directors	Termination date	Number of Board Meeting	AGM meetings	EGM meetings
1.	Dr. PRATEEP TANGMATITHAM (Chairman of the board)	-	12/12	Participating	Did not hold the meeting
2.	Mrs. AJCHARA TANGMATITHAM (Vice Chairman)	-	12/12	Participating	Did not hold the meeting
3.	Mr. TRITECHA TANGMATITHAM (Director)	-	12/12	Participating	Did not hold the meeting
4.	Assoc.Prof.Dr. VIRACH APHIMETEETAMRONG (Director)	-	12/12	Participating	Did not hold the meeting
5.	Mr. ANANT GATEPITHAYA (Director)	-	12/12	Participating	Did not hold the meeting
6.	Assoc.Prof.Dr SOMJAI PHAGAPHASVIVAT (Director)	-	12/12	Participating	Did not hold the meeting
7.	Assist Prof. ASWIN BIJAYAYODHIN (Director)	-	12/12	Participating	Did not hold the meeting
8.	Mr. ATIP BIJANONDA (Director)	-	9/12	Participating	Did not hold the meeting
9.	Mr. PRASAS TANGMATITAM (Director)	-	12/12	Participating	Did not hold the meeting
10.	Mr. KRID CHANCHAROENSUK (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.	Dr. PRATEEP TANGMATITHAM (Chairman of the board)	-	540,000.00	950,000.00	Yes
2.	Mrs. AJCHARA TANGMATITHAM (Vice Chairman)	-	540,000.00	950,000.00	Yes
3.	Mr. TRITECHA TANGMATITHAM (Director)	-	540,000.00	950,000.00	Yes
4.	Assoc.Prof.Dr. VIRACH APHIMETEETAMRONG (Director)	-	600,000.00	950,000.00	Yes

5.	Mr. ANANT GATEPITHAYA (Director)	-	950,000.00	950,000.00	Yes
6.	Assoc.Prof.Dr SOMJAI PHAGAPHASVIVAT (Director)	-	920,000.00	950,000.00	Yes
7.	Assist Prof. ASWIN BIJAYAYODHIN (Director)	-	840,000.00	950,000.00	Yes
8.	Mr. ATIP BIJANONDA (Director)	-	625,000.00	950,000.00	Yes
9.	Mr. PRASAS TANGMATITAM (Director)	-	565,000.00	950,000.00	Yes
10.	Mr. KRID CHANCHAROENSUK (Director)	-	540,000.00	950,000.00	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) : 12

	List of directors	Termination date	Number of the audit committee meeting
1.	Mr. ANANT GATEPITHAYA (Chairman of the audit committee)	-	12/12
2.	Assist Prof. ASWIN BIJAYAYODHIN (Audit committee)	-	12/12
3.	Assoc.Prof.Dr SOMJAI PHAGAPHASVIVAT (Audit committee)	-	12/12