

Annual Registration Statement / Annual Report

Form 56-1 One Report

(Structured Data Report)

THORESEN THAI AGENCIES PUBLIC COMPANY LIMITED

Fiscal Year End 31 December 2023

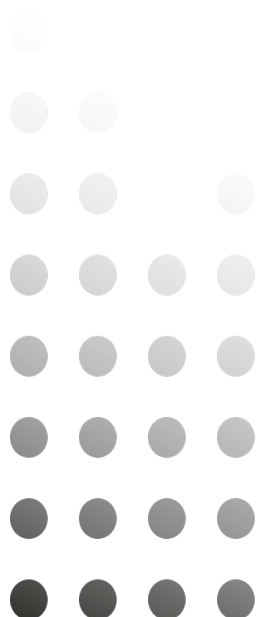


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Group Structure and Operations

Group Structure and Operations

Business Overview and Policies (1.1)

Company Information (1.1.5)

Company Name : THORESEN THAI AGENCIES PUBLIC COMPANY LIMITED

Symbol : TTA

Address : ORAKARN BLDG, 26/26-27 SOI CHIDLOM, PLOENCHIT ROAD, LUMPINI,
PATHUM WAN

Province : Bangkok

Postcode : 10330

Business : Investment Holding with 5 core business groups: Shipping,
Offshore Services, Agrochemical, Food & Beverage, and Other
Investments

Registration Number : 0107537002737

Telephone : 0-2250-0569-74

Fax (if applicable) : 0-2657-1038, 0-2655-5631

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

Email : inventors@thoresen.com

Total Shares Sold (shares)

Common Stock : 1,822,464,564

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)	22,128,075.00	29,320,556.00	23,975,524.00
Shipping Group (Thousand baht)	11,718,532.00	14,016,727.00	7,369,585.00
Offshore Services Group (Thousand baht)	3,605,252.00	7,905,769.00	9,628,556.00
Agrochemical Group (Thousand baht)	3,932,456.00	4,246,324.00	3,778,824.00
Food and Beverage Group (Thousand baht)	1,934,731.00	1,979,725.00	2,073,814.00
Other Investment Groups (Thousand baht)	937,104.00	1,172,011.00	1,124,745.00

	2021	2022	2023
Total revenue from operations (%)	100.00	100.00	100.00
Shipping Group (%)	52.96	47.81	30.74
Offshore Services Group (%)	16.29	26.96	40.16
Agrochemical Group (%)	17.77	14.48	15.76
Food and Beverage Group (%)	8.74	6.75	8.65
Other Investment Groups (%)	4.23	4.00	4.69

By Geographical Area or Market

	2021	2022	2023
Total revenue from operations (Thousand baht)	22,128,075.00	29,320,556.00	23,975,524.00
Domestic (Thousand baht)	3,309,253.00	4,250,560.00	6,411,551.00
International (Thousand baht)	18,818,822.00	25,069,996.00	17,563,973.00

	2021	2022	2023
Total revenue from operations (%)	100.00	100.00	100.00
Domestic (%)	14.95	14.50	26.74
International (%)	85.05	85.50	73.26

Other income as specified in the financial statements

	2021	2022	2023
Total other income (Thousand baht)	553,089.00	267,788.00	768,912.00
Other income from operations (Thousand baht)	513,445.00	244,364.00	379,309.00
Other income not from operations (Thousand baht)	39,644.00	23,424.00	389,603.00

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

	2021	2022	2023
Share of profit (Thousand baht)	80,206.00	167,909.00	178,572.00

Information on Products and Services (1.2.2)

Product/Service Information and Business Innovation Development (1.2.2.1)

Research and Development (R&D) Policy : No

(Unit : Thousand baht)	2021	2022	2023
R&D expenses in the past 3 years	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)

Risks covering environmental, social and governance issues

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
- New business risk
- Corporate ownership structure risk

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
- Information security and cyber-attack
- Loss or damage from non-compliance of partners or counterparties
- Delays in the development of future projects
- Property lease agreement execution
- Safety, occupational health, and working environment
- Climate change and disasters
- Impact on the environment
- Impact on human rights
- Corruption

Compliance Risk

- Change in laws and regulations
- Laws and regulations is not favorable for doing business
- Corporate Governance

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

Risk to Securities Holder (2.2.2)

Shareholder Investment

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.thoresen.com/storage/download/corporate-documents/20221220-tta-sustainable-development-policy-th.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://www.thoresen.com/storage/download/corporate-documents/20220520-tta-environmental-policy-th.pdf>

Company environmental guideline : Electricity Management, Fuel Management, Water Management, Waste 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)	2,205.00	3,682.00	3,586.00
Gasoline (Litres)	4,919.00	9,599.00	13,794.00

• Electricity consumption

	2021	2022	2023
Total electricity consumption within the organization (Kilowatt-Hours)	810,777.00	826,587.00	736,344.00

Water management

• Water consumption

	2021	2022	2023
Total water withdrawal (Cubic meters)	1,876.00	2,151.00	1,842.00

Waste management

• Waste from operations

	2021	2022	2023
Non-hazardous waste (Kilograms)	645.00	1,564.00	1,510.00
Total waste generated (Kilograms)	645.00	1,564.00	1,510.00

Greenhouse gas management

• Greenhouse gas emissions

	2021	2022	2023
Total GHG emissions target (Metric tonnes of carbon dioxide equivalent)	N/A	N/A	33,206.30
Scope 1 (Tons of carbon dioxide equivalents)	23,607.00	34,671.00	35,405.00
Scope 2 (Tons of carbon dioxide equivalents)	723.00	283.00	417.00
Scope 3 (Tons of carbon dioxide equivalents)	31.00	N/A	N/A
Total GHG emissions (Metric tonnes of carbon dioxide equivalent)	24,361.00	34,954.00	35,822.00

• Verification of greenhouse gas emissions over the past year

Third-party verification : No

Social Aspect (3.4)

Policy and Guideline on Social Aspect (3.4.1)

Human Rights Policy and Practice : Yes

URL of human rights policy : <https://www.thoresen.com/storage/download/corporate-documents/20220520-tta-human-and-labor-policy-th.pdf>

Company human right guideline : Employee Rights, Migrant Workers, Child Labor, 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)	28	30	37
Number of female employees (Persons)	54	61	71
Total number of employees (Persons)	82	91	108

• 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)	3.78	6.91	6.87
Employee development and training expenses (baht)	135,973.00	381,682.00	482,463.00

• 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 (%)	19.51	4.40	15.74

• **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.thoresen.com/storage/download/cg-report/20231120-tta-cg-policy-th.pdf>

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	11	100.00
Number of male directors	10	90.91
Number of female directors	1	9.09
Number of executive directors	3	27.27
Number of non-executive directors	8	72.73
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
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1.	Mr. PRASERT BUNSUMPUN Gender: Male Age: 71 years old Highest level of education: Doctoral degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Chairman of the board (Non-executive) Director type: Re-elected as director	31 Mar 2012	Corporate Social Responsibility, Leadership, Law, Corporate Management, Strategic Management, Finance, Governance/ Compliance, Commerce, Finance & Securities, Petrochemicals & Chemicals, Energy & Utilities, Sustainability, Property Fund & REITs, Data Management, IT Management, Data Analysis, Negotiation, Transportation & Logistics, Banking, Electronic Components, Property Development, Media & Publishing, Information & Communication Technology, Internal Control, Risk Management
2.	Ms. AUSANA MAHAGITSIRI Gender: Female Age: 43 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	31 Jan 2012	Property Development, Food & Beverage, Strategic Management, Risk Management, Governance/ Compliance, Leadership, Corporate Social Responsibility, Human Resource Management, Corporate Management, Data Management, Data Analysis, Negotiation, Automotive, Accounting, Finance, Internal Control

3.	Mr. CHALERMCHAI MAHAGITSIRI Gender: Male Age: 45 years old Highest level of education: Master's degree Major: Finance Thai nationality: Yes Residing in Thailand: Yes	Director (Executive) Director type: Original director	31 Jan 2012	Food & Beverage, Leadership, Finance, Strategic Management, Digital Marketing, Negotiation, Transportation & Logistics, Marketing, Agribusiness, Property Development, Corporate Social Responsibility, Governance/ Compliance, Petrochemicals & Chemicals, Human Resource Management, Corporate Management, Data Management, Data Analysis, Packaging, Automotive, Media & Publishing, Economics, Steel, Internal Control, Risk Management
4.	Mr. SANTI BANGOR Gender: Male Age: 77 years old Highest level of education: Master's degree Major: Economics Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Original director	31 Jan 2012	Law, Audit, Internal Control, Governance/ Compliance, Economics, Finance, Leadership, Corporate Social Responsibility, Energy & Utilities, Human Resource Management, Corporate Management, Data Management, Data Analysis, Negotiation, Fashion, Risk Management
5.	Mr. CHERDPONG SIRIWIT Gender: Male Age: 77 years old Highest level of education: Master's degree Major: Economics Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Original director	30 Jan 2013	Finance, Internal Control, Petrochemicals & Chemicals, Leadership, Economics, Audit, Corporate Social Responsibility, Governance/ Compliance, Energy & Utilities, Corporate Management, Data Management, Data Analysis, Negotiation, Risk Management

6.	Mr. MOHAMMED RASHED AHMED M. ALNASSERI Gender: Male Age: 53 years old Highest level of education: Bachelor's degree Major: Law Thai nationality: No Residing in Thailand: No	Director (Non-executive, Independent director) Director type: Re-elected as director	30 Jan 2013	Law, Insurance, Finance & Securities, Leadership, Corporate Social Responsibility, Governance/ Compliance, Human Resource Management, Corporate Management, Data Management, Finance, Data Analysis, Negotiation
7.	DR. JEAN PAUL THEVENIN Gender: Male Age: 83 years old Highest level of education: Doctoral degree Major: Metallurgy Thai nationality: No Residing in Thailand: Yes	Director (Non-executive) Director type: Re-elected as director	30 Jan 2014	Steel, Strategic Management, Transportation & Logistics, Governance/ Compliance, Leadership, Corporate Social Responsibility, Petrochemicals & Chemicals, Human Resource Management, Corporate Management, Data Management, Data Analysis, Negotiation
8.	Mr. CHITRAPONGSE KWANGSUKSTITH Gender: Male Age: 74 years old Highest level of education: Doctoral degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Original director	13 May 2015	Leadership, Industrial Materials & Machinery, Engineering, Corporate Social Responsibility, Governance/ Compliance, Energy & Utilities, Corporate Management, Data Management, Data Analysis, Negotiation, Banking, Risk Management, Internal Control
9.	Mr. KAMOLSUT DABBARANSI Gender: Male Age: 46 years old Highest level of education: Master's degree Major: Actuarial Science Thai nationality: Yes Residing in Thailand: Yes	Director (Executive) Director type: Original director	27 Apr 2016	Food & Beverage, Sustainability, Corporate Social Responsibility, Insurance, Leadership, Governance/ Compliance, Strategic Management, Corporate Management, Data Management, Data Analysis, Negotiation, Packaging, Automotive

10.	Mr. SOMBOONKIAT KASEMSUWAN	Director (Non-executive, Independent director)	14 Nov 2016	Audit, Internal Control, Finance & Securities, Leadership, Engineering, Corporate Social Responsibility, Governance/ Compliance, Corporate Management, Data Management, Data Analysis, Negotiation, Accounting, Risk Management
	Gender: Male			
	Age: 78 years old			
	Highest level of education:			
	Master's degree	Director type: Original		
	Major: Engineering	director		
	Thai nationality: Yes			
	Residing in Thailand: Yes			
11.	Mr. SOMCHAI CHAISUPARAKUL	Director (Non-executive)	1 Jan 2022	Finance & Securities, Food & Beverage, Leadership, Risk Management, Commerce, Negotiation, Corporate Management, Strategic Management, Corporate Social Responsibility, Governance/ Compliance, Petrochemicals & Chemicals, Energy & Utilities, Data Management, Finance, Data Analysis, Packaging, Insurance, Property Development
	Gender: Male			
	Age: 74 years old			
	Highest level of education:	Director type: Re-elected		
	Master's degree	as director		
	Major: Business Administration			
	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	: No
The Chairman and the manager are members of the same family	: No
The company appoints at least one independent director to determine the agenda of the Board of Directors' meetings	: Yes

Sub-committees (7.3)

Information about sub-committees (7.3.2)

Audit Committee

List of audit committee members

General information	Position	Date position was assumed	Experience and expertise
1. Mr. SOMBOONKIAT KASEMSUWAN Gender: Male Age: 78 years old Highest level of education: Master's degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Chairman of the audit committee (Non-executive, Independent director) Director type: Original director	14 Nov 2016	Audit, Internal Control, Finance & Securities, Leadership, Engineering, Corporate Social Responsibility, Governance/ Compliance, Corporate Management, Data Management, Data Analysis, Negotiation, Accounting, Risk Management
2. Mr. SANTI BANGOR Gender: Male Age: 77 years old Highest level of education: Master's degree Major: Economics Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director) Director type: Original director	14 Feb 2012	Law, Audit, Internal Control, Governance/ Compliance, Economics, Finance, Leadership, Corporate Social Responsibility, Energy & Utilities, Human Resource Management, Corporate Management, Data Management, Data Analysis, Negotiation, Fashion, Risk Management
3. Mr. CHERDPONG SIRIWIT Gender: Male Age: 77 years old Highest level of education: Master's degree Major: Economics Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director) Director type: Original director	14 Feb 2013	Finance, Internal Control, Petrochemicals & Chemicals, Leadership, Economics, Audit, Corporate Social Responsibility, Governance/ Compliance, Energy & Utilities, Corporate Management, Data Management, Data Analysis, Negotiation, 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. Mr. PRASERT BUNSUMPUN Gender: Male Age: 71 years old Highest level of education: Doctoral degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Chairman of the executive committee	14 Feb 2012
2. Mr. CHALERMCHAI MAHAGITSIRI Gender: Male Age: 45 years old Highest level of education: Master's degree Major: Finance Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	14 Feb 2012
3. DR. JEAN PAUL THEVENIN Gender: Male Age: 83 years old Highest level of education: Doctoral degree Major: Metallurgy Thai nationality: No Residing in Thailand: Yes	Member of the executive committee	12 Feb 2014
4. Ms. AUSANA MAHAGITSIRI Gender: Female Age: 43 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	11 Feb 2021

Other sub-committees

Sub-committees information

Name of sub-committees	List of directors	Position
Nomination and Remuneration Committee	Mr. SANTI BANGOR	Chairman
	Ms. AUSANA MAHAGITSIRI	Member
	Mr. MOHAMMED RASHED AHMED	Member
	M.ALNASSERI	
Corporate Governance Committee	Mr. SANTI BANGOR	Chairman
	Ms. AUSANA MAHAGITSIRI	Member
	DR. JEAN PAUL THEVENIN	Member
Risk Management Committee	Mr. CHERDPONG SIRIWIT	Chairman
	DR. JEAN PAUL THEVENIN	Member
	Mr. KATARAT SUKSAWANG	Member
	Mr. SOMCHAI APINYANUKUL	Member
Sustainable Development Committee	Mr. KAMOLSUT DABBARANSI	Chairman

Roles of Sub-committees

Sub-committees responsible for risk management	: Risk Management Committee
Sub-committees responsible for nomination	: Nomination and Remuneration Committee
Sub-committees responsible for remuneration	: Nomination and Remuneration Committee
Sub-committees responsible for corporate governance	: 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. PRASERT BUNSUMPUN Gender: Male Age: 71 years old Highest level of education: Doctoral degree Major: Business Administration	CHAIRMAN OF THE EXECUTIVE COMMITTEE	31 Jan 2012	Corporate Social Responsibility, Leadership, Law, Corporate Management, Strategic Management, Finance, Governance/ Compliance, Commerce, Finance & Securities, Petrochemicals & Chemicals, Energy & Utilities, Sustainability, Property Fund & REITs, Data Management, IT Management, Data Analysis, Negotiation, Transportation & Logistics, Banking, Electronic Components, Property Development, Media & Publishing, Information & Communication Technology, Internal Control, Risk Management

2.	Mr. CHALERMCHAI MAHAGITSIRI Gender: Male Age: 45 years old Highest level of education: Master's degree Major: Finance	PRESIDENT & CHIEF EXECUTIVE OFFICER	1 Jan 2014	Food & Beverage, Leadership, Finance, Strategic Management, Digital Marketing, Negotiation, Transportation & Logistics, Marketing, Agribusiness, Property Development, Corporate Social Responsibility, Governance/ Compliance, Petrochemicals & Chemicals, Human Resource Management, Corporate Management, Data Management, Data Analysis, Packaging, Automotive, Media & Publishing, Economics, Steel, Internal Control, Risk Management
3.	Mr. KAMOLSUT DABBARANSI Gender: Male Age: 46 years old Highest level of education: Master's degree Major: Actuarial Science	Senior Executive Vice President, Head of Food & Beverage	1 Aug 2015	Food & Beverage, Sustainability, Corporate Social Responsibility, Insurance, Leadership, Governance/ Compliance, Strategic Management, Corporate Management, Data Management, Data Analysis, Negotiation, Packaging, Automotive
4.	Mr. SIGMUND STROMME Gender: Male Age: 67 years old Highest level of education: Master's degree Major: Computer Science	Executive Vice President, Agro & Logistics	15 Aug 2016	Corporate Social Responsibility, Governance/ Compliance, Leadership, Strategic Management, Corporate Management, Data Management, Data Analysis, Negotiation, Transportation & Logistics, Agribusiness, Accounting, Finance, Internal Control, Risk Management, Human Resource Management

5.	Dr. VINCENT SIAW Gender: Male Age: 49 years old Highest level of education: Doctoral degree Major: Business Administration	Executive Vice President, Legal & International Projects	19 Sep 2018	Law, Accounting, Corporate Social Responsibility, Governance/ Compliance, Petrochemicals & Chemicals, Leadership, Corporate Management, Data Management, Digital Marketing, Data Analysis, Negotiation, Transportation & Logistics, Commerce
6.	Mr. SOMCHAI APINYANUKUL Gender: Male Age: 53 years old Highest level of education: Master's degree Major: International Business	Executive Vice President, Group Human Resources	1 Jan 2019	Corporate Social Responsibility, Governance/ Compliance, Leadership, Sustainability, Human Resource Management, Corporate Management, Data Management, Data Analysis, Negotiation, Transportation & Logistics, Procurement, Food & Beverage, Risk Management
7.	Ms. AUSANA MAHAGITSIRI Gender: Female Age: 43 years old Highest level of education: Master's degree Major: Business Administration	Deputy Chief Executive Officer	1 May 2020	Property Development, Food & Beverage, Strategic Management, Risk Management, Governance/ Compliance, Leadership, Corporate Social Responsibility, Human Resource Management, Corporate Management, Data Management, Data Analysis, Negotiation, Automotive, Accounting, Finance, Internal Control
8.	Mr. KATARAT SUKSAWANG [1][2] Gender: Male Age: 57 years old Highest level of education: Master's degree Major: Management	Executive Vice President, Account and Finance / Group Chief Financial	1 Jun 2021	Accounting, Corporate Social Responsibility, Governance/ Compliance, Leadership, Sustainability, Strategic Management, Corporate Management, Data Management, Finance, Budgeting, Data Analysis, Negotiation, Transportation & Logistics, Automotive, Risk Management, IT Management

[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)	42,690,000.00	80,940,000.00	88,050,000.00

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) : 37

Number of female employees (persons) : 71

Total number of employees (persons) : 108

Employee Remuneration

Total employee remuneration : 0.00

Provident fund

Total number of employees (persons) : 108

Number of employees contributing to the PVD (persons) : 82

Percentage of employees who are members (%) : 75.93

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. PRASERT BUNSUMPUN Gender: Male Age: 71 years old Highest level of education: Doctoral degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Chairman of the board (Non-executive) Director type: Re-elected as director	Date position was assumed: 31 Mar 2012	Corporate Social Responsibility, Leadership, Law, Corporate Management, Strategic Management, Finance, Governance/ Compliance, Commerce, Finance & Securities, Petrochemicals & Chemicals, Energy & Utilities, Sustainability, Property Fund & REITs, Data Management, IT Management, Data Analysis, Negotiation, Transportation & Logistics, Banking, Electronic Components, Property Development, Media & Publishing, Information & Communication Technology, Internal Control, Risk Management
2. Mr. MOHAMMED RASHED AHMED M. ALNASSERI Gender: Male Age: 53 years old Highest level of education: Bachelor's degree Major: Law Thai nationality: No Residing in Thailand: No	Director (Non-executive, Independent director) Director type: Re-elected as director	Date position was assumed: 30 Jan 2013	Law, Insurance, Finance & Securities, Leadership, Corporate Social Responsibility, Governance/ Compliance, Human Resource Management, Corporate Management, Data Management, Finance, Data Analysis, Negotiation

3.	DR. JEAN PAUL THEVENIN Gender: Male Age: 83 years old Highest level of education: Doctoral degree Major: Metallurgy Thai nationality: No Residing in Thailand: Yes	Director (Non-executive) Director type: Re-elected as director	Date position was assumed: 30 Jan 2014	Steel, Strategic Management, Transportation & Logistics, Governance/ Compliance, Leadership, Corporate Social Responsibility, Petrochemicals & Chemicals, Human Resource Management, Corporate Management, Data Management, Data Analysis, Negotiation
4.	Mr. SOMCHAI CHAISUPARAKUL Gender: Male Age: 74 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive) Director type: Re-elected as director	Date position was assumed: 1 Jan 2022	Finance & Securities, Food & Beverage, Leadership, Risk Management, Commerce, Negotiation, Corporate Management, Strategic Management, Corporate Social Responsibility, Governance/ Compliance, Petrochemicals & Chemicals, Energy & Utilities, Data Management, Finance, Data Analysis, Packaging, Insurance, Property Development

Development of directors over the past year

List of directors	Position	Participated in director development program
Mr. PRASERT BUNSUMPUN	Chairman of the board	Participating
Ms. AUSANA MAHAGITSIRI	Director	Participating
Mr. CHALERMCHAI MAHAGITSIRI	Director	Participating
Mr. SANTI BANGOR	Director	Participating
Mr. CHERDPONG SIRIWIT	Director	Participating
Mr. MOHAMMED RASHED AHMED M.ALNASSERI	Director	Participating
DR. JEAN PAUL THEVENIN	Director	Participating
Mr. CHITRAPONGSE KWANGSUKSTITH	Director	Participating
Mr. KAMOLSUT DABBARANSI	Director	Participating

Mr. SOMBOONKIAT KASEMSUWAN	Director	Participating
Mr. SOMCHAI CHAISUPARAKUL	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) : 8

Date of AGM meeting : 27 Apr 2023

EGM meeting : Yes

	List of directors	Termination date	Number of Board Meeting	AGM meetings	EGM meetings
1.	Mr. PRASERT BUNSUMPUN (Chairman of the board)	-	8/8	Participating	Participating
2.	Ms. AUSANA MAHAGITSIRI (Director)	-	8/8	Participating	Participating
3.	Mr. CHALERMCHAI MAHAGITSIRI (Director)	-	8/8	Participating	Participating
4.	Mr. SANTI BANGOR (Director)	-	8/8	Participating	Participating
5.	Mr. CHERDPONG SIRIWIT (Director)	-	8/8	Participating	Participating
6.	Mr. MOHAMMED RASHED AHMED M.ALNASSERI (Director)	-	7/8	Participating	Participating
7.	DR. JEAN PAUL THEVENIN (Director)	-	8/8	Participating	Participating
8.	Mr. CHITRAPONGSE KWANGSUKSTITH (Director)	-	8/8	Participating	Participating
9.	Mr. KAMOLSUT DABBARANSI (Director)	-	8/8	Participating	Participating
10.	Mr. SOMBOONKIAT KASEMSUWAN (Director)	-	8/8	Participating	Participating

11. Mr. SOMCHAI CHAISUPARAKUL (Director)	-	8/8	Participating	Participating
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Remuneration for company directors

List of directors	Termination date	Meeting allowance (baht)	Other monetary remuneration (baht)	Other non- monetary
1. Mr. PRASERT BUNSUMPUN (Chairman of the board)	-	432,000.00	3,049,180.00	No
2. Ms. AUSANA MAHAGITSIRI (Director)	-	N/A	N/A	No
3. Mr. CHALERMCHAI MAHAGITSIRI (Director)	-	N/A	N/A	No
4. Mr. SANTI BANGOR (Director)	-	252,000.00	872,640.00	No
5. Mr. CHERDPONG SIRIWIT (Director)	-	252,000.00	852,480.00	No
6. Mr. MOHAMMED RASHED AHMED M.ALNASSERI (Director)	-	220,500.00	484,000.00	No
7. DR. JEAN PAUL THEVENIN (Director)	-	252,000.00	755,600.00	No
8. Mr. CHITRAPONGSE KWANGSUKSTITH (Director)	-	252,000.00	484,000.00	No
9. Mr. KAMOLSUT DABBARANSI (Director)	-	N/A	N/A	No
10. Mr. SOMBOONKIAT KASEMSUWAN (Director)	-	252,000.00	853,600.00	No
11. Mr. SOMCHAI CHAISUPARAKUL (Director)	-	252,000.00	484,000.00	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) : 11

List of directors		Termination date	Number of the audit committee meeting
1.	Mr. SOMBOONKIAT KASEMSUWAN (Chairman of the audit committee)	-	11/11
2.	Mr. SANTI BANGOR (Audit committee)	-	11/11
3.	Mr. CHERDPONG SIRIWIT (Audit committee)	-	11/11